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| Meeting | CABINET |
| Time/Day/Date | 5.00 pm on Tuesday, 9 April 2019 |
| Location | Board Room, Council Offices, Coalville |
| Officer to contact | Democratic Services (01530 454512) |

AGENDA

| Item | Pages |
|--|------------------|
| 1. APOLOGIES FOR ABSENCE | |
| 2. DECLARATION OF INTERESTS | |
| Under the Code of Conduct members are reminded that in declaring disclosable interests you should make clear the nature of that interest and whether it is pecuniary or non-pecuniary. | |
| 3. PUBLIC QUESTION AND ANSWER SESSION | |
| 4. MINUTES | |
| Minutes of the meeting held on 5 March 2019 | 3 - 8 |
| 5. COUNCIL DELIVERY PLAN 2019/2020 | |
| Report of the Chief Executive Presented by the Leader | 9 - 28 |
| 6. DISCRETIONARY COUNCIL TAX DISCOUNT SCHEME | |
| Report of the Strategic Director of Housing and Customer Services Presented by the Corporate Portfolio Holder | 29 - 32 |
| 7. NORTH WEST LEICESTERSHIRE ECONOMIC GROWTH PLAN 2019-21 | |
| Report of the Strategic Director of Place Presented by the Business Portfolio Holder | 33 - 110 |
| 8. TENANCY AGREEMENT CHANGES | |
| Report of the Strategic Director of Housing and Customer Services Presented by the Housing Portfolio Holder | 111 - 146 |

9. RECYCLE MORE... THE PLAN

Report of the Strategic Director of Place **147 - 202**
Presented by the Community Services Portfolio Holder

10. PROCUREMENT OF ELECTRICITY SUPPLY

Report of the Strategic Director of Housing and Customer Services **203 - 206**
Presented by the Corporate Portfolio Holder

11. 2018/19 QUARTER 3 PERFORMANCE MANAGEMENT REPORT

Report of the Chief Executive **207 - 274**
Presented by the Leader

12. EXCLUSION OF PRESS AND PUBLIC

The officers consider that the press and public should be excluded during consideration of the following items in accordance with Section 100(a) of the Local Government Act 1972 as publicity would be likely to result in disclosure of exempt or confidential information. Members are reminded that they must have regard to the public interest test and must consider, for each item, whether the public interest in maintaining the exemption from disclosure outweighs the public interest in making the item available.

13. AUTHORITY TO PROCURE REMEDIAL WORKS CONTRACTS FOR HOUSING STOCK

Report of the Strategic Director of Housing and Customer Services **275 - 284**
Presented by the Housing Portfolio Holder

14. HRA STOCK ACQUISITIONS AND DISPOSALS

Report of the Strategic Director of Housing and Customer Services **285 - 290**
Presented by the Housing Portfolio Holder

Circulation:

Councillor R D Bayliss
Councillor R Blunt (Chairman)
Councillor T Gillard
Councillor T J Pendleton
Councillor N J Rushton
Councillor A V Smith MBE

MINUTES of a meeting of the CABINET held in the Board Room, Council Offices, Coalville on
TUESDAY, 5 MARCH 2019

Present: Councillor R Blunt (Chairman)

Councillors R D Bayliss, T Gillard, T J Pendleton, N J Rushton and A V Smith MBE

In Attendance: Councillors R Adams, J Clarke, G Hoults, S Sheahan and M Specht

Officers: Mr J Arnold, Mrs T Bingham, Mr G Jones, Mrs B Smith and Miss E Warhurst

94. APOLOGIES FOR ABSENCE

There were no apologies for absence.

95. DECLARATION OF INTERESTS

There were no interests declared

96. PUBLIC QUESTION AND ANSWER SESSION

There were no questions received.

97. MINUTES

Consideration was given to the minutes of the meeting held on 5 February 2019.

It was moved by Councillor R Blunt, seconded by Councillor T J Pendleton and

RESOLVED THAT:

The minutes of the meeting held on 5 February 2019 be approved and signed by the
Chairman as a correct record.

Reason for decision: To comply with the Constitution.

98. EQUALITY AND DIVERSITY POLICY

The Leader presented the report to Members.

He thanked the Members of the Equalities and Access Group for the work that they had
put into the policy and action plan, and advised that both the policy and plan had been
circulated to a number of external groups and to the trade unions, with positive messages
of support from both.

It was moved by Councillor R Blunt, seconded by Councillor A V Smith and

RESOLVED THAT:

The Equality and Diversity Policy and Action Plan be approved and adopted.

Reason for Decision: To approve the Equality and Diversity Policy.

99. DISCRETIONARY HOUSING PAYMENT

The Corporate Portfolio Holder presented the report to Members.

He informed Members that there was a predicted overspend of £49,649, which would be met through the utilisation of the 'New Burdens Funding' for the current financial year. He advised that it was proposed that for future years, in-year diminishing tapers of awards to claimants be used to keep within the allocated funding from central government of £126,679, avoid pressure on other Council budgets and ensure that all those who require support get it.

It was moved by N J Rushton, seconded by Councillor R D Bayliss and

RESOLVED THAT:

1. The budgetary position on the Discretionary Housing Payment budget be noted.
2. The use of diminishing tapers in the award of DHP to prevent budgetary overspend for future years be supported.
3. Authority be delegated to the Strategic Director of Housing and Customer Services to make decisions on how to implement diminishing tapers in future years in consultation with the Corporate Portfolio Holder.

Reason for decision: To ensure effective budget management of the Discretionary Housing Payment fund.

100. HOMELESSNESS PREVENTION AND ROUGH SLEEPING STRATEGY

The Housing Portfolio Holder presented the report to Members.

He advised Members that the strategy had last been reviewed in 2013 and since then a number of changes had taken place that required a review and in 2018, the Government required that all local authorities updated their strategies to include rough sleepers. He informed Members that the district had few rough sleepers but the Council should continue its prevention work to avoid people becoming homeless and this was the purpose of the strategy. He advised that the Council had a property that was available when required for temporary accommodation that was fully equipped.

Councillor R Blunt expressed concern that there should be homelessness in a first world country and this reflected badly, but was pleased that the Authority could say that it was doing its bit.

Councillor N J Rushton stated that once someone was homeless it was difficult to turn that around. He felt that it was a good policy and the Council should be proud of the work being done.

It was moved by Councillor R D Bayliss, seconded by Councillor R Blunt and

RESOLVED THAT:

1. The Homeless Prevention and Rough Sleeping Strategy be approved.
2. Authority be delegated to the Head of Housing and Property in consultation with the Portfolio Holder to update the strategy as required to address significant legislative or other changes.
3. The indicative action plan for year one subject to any minor alterations required to ensure deliverability be approved.
4. Authority be delegated to the Head of Housing and Property in consultation with the Portfolio Holder to approve the annual strategy action plan.

Reason for decision: The Council has a statutory duty to produce a Homelessness Review and Strategy every five years. Recent guidance has extended this to include rough sleepers.

101. TENANT SCRUTINY PANEL REPORT ON ESTATE MANAGEMENT SERVICES

The Housing Portfolio Holder presented the report to Members.

He reminded Members that the report before them was all the work of the Tenant Scrutiny Panel and he was pleased to support the recommendation to approve the action plan.

It was moved by Councillor R D Bayliss, seconded by Councillor R Blunt and

RESOLVED THAT:

The action plan prepared in response to the recommendations from the Tenant Scrutiny Panel's inspection of Estate Management be approved.

Reason for decision: The Tenant Scrutiny Panel has concluded their inspection of Estate Management.

102. COALVILLE FRONTAGE IMPROVEMENT SCHEME

The Business Portfolio Holder presented the report to Members.

He reminded Members of the improvements that had already been carried out to the Emporium, the former bus station and some shops in Coalville through the improvement scheme and that nearly half the money that had been approved had been spent. He advised that the remaining funding would be used to tackle other properties in the town centre that required the work to be carried out. He informed Members that, using past experience to make sure that the Authority got the best value for money officers have reviewed the process and the proposed changes were outlined in the report. He felt that some of the money should be prioritised to target key buildings and to support the Marlborough Square project, adding that there were a number of property owners that would be interested.

Councillor R Blunt supported the scheme as he felt that many of the landlords, once a property was empty, were unable to afford or justify spending the money on improving the shopfronts. He highlighted that similar work had been carried out in Measham in the past and that the High Street still looked good, with the scheme in the Town Centre helping to make it more sustainable.

It was moved by Councillor T Gillard, seconded by Councillor R Blunt and

RESOLVED THAT:

1. The progress made to date on the Coalville Frontage Improvement Scheme midpoint review be considered and noted.
2. The recommendations to improve the Coalville Frontage Improvement Scheme, as set out in the midpoint review (appendix a), be noted and their implementation be approved.
3. The prioritisation of £150,000 of existing funds available through the Coalville Frontage Improvement Scheme to buildings on Marlborough Square for a period of

18 months and the prioritisation of 50% of the remaining funding for key properties for a period of 12 months be approved.

4. Authority be delegated to the Strategic Director of Place in consultation with the Portfolio Holder for Business to identify key properties and to review the scheme annually and make any required changes.

Reason for decision: To progress the relaunch of the Coalville Frontage Improvement Scheme.

103. FORMER TENANT RENT ARREARS, CURRENT TENANT RENT ARREARS, COUNCIL TAX, NON DOMESTIC RATES AND SUNDRY DEBTOR WRITE OFFS

The Corporate Portfolio Holder presented the report to Members.

He highlighted that there was one Business Rate debt for which approval was requested to write off.

It was moved by Councillor N J Rushton, seconded by Councillor R Blunt and

RESOLVED THAT:

The Non Domestic Rates and Sundry Debt Write Offs that are over £10,000 be approved and notes the amounts written off under delegated powers.

Reason for decision: To comply with proper accounting practices.

104. EXCLUSION OF PRESS AND PUBLIC

RESOLVED THAT:

In pursuance of Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the remainder of the meeting on the grounds that the business to be transacted involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act and that the public interest in maintaining this exemption outweighs the public interest in disclosing the information.

Reason for decision: To enable the consideration of exempt information.

105. PROPOSAL FOR NWLDC SITE IN COALVILLE

The Corporate Portfolio Holder presented the report to Members and detailed the preferred method of disposal. He highlighted that the proposed method would give the Council some control over the future of the site and that maximising the capital receipt would boost the Medium Term Financial Strategy.

Members supported the proposed method and the control it would afford the Council.

It was moved by Councillor N J Rushton, seconded by Councillor R Blunt and

RESOLVED THAT:

1. The disposal of the NWLDC site in Coalville and the method of disposal recommended in the report be approved.

2. Authority be delegated to the Strategic Director of Housing and Customer Services, in consultation with the Corporate Portfolio Holder, to engage in negotiations with, and approve the disposal of the site to, the preferred developer, which offers the overall best value to the council.

Reason for decision: Cabinet approval is sought for the disposal of the land and the recommended method of disposal.

The meeting commenced at 5.00 pm

The Chairman closed the meeting at 5.24 pm

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**CABINET – TUESDAY, 9 APRIL 2019**

| | |
|----------------------------------|---|
| Report Title | COUNCIL DELIVERY PLAN 2019/2020 |
| Key Decision | a) Financial Yes b) Community Yes |
| Contacts | <p>Councillor Richard Blunt 01530 454510 richard.blunt@nwleicestershire.gov.uk</p> <p>Chief Executive 01530 454500 bev.smith@nwleicestershire.gov.uk</p> <p>Strategic Director of Place 01530 454555 james.arnold@nwleicestershire.gov.uk</p> <p>Strategic of Director of Housing and Customer Services 01530 454819 glyn.jones@nwleicestershire.gov.uk</p> |
| Purpose of report | To consider the proposed Council Delivery Plan for 2019/20. |
| Reason for Decision | To endorse the Council's Delivery Plan for 2019/20 prior to Council's Consideration. |
| Council priorities | This report defines the Council priorities for the year ahead. |
| Implications: | |
| Financial/Staff | The implementation of the Council Delivery Plan has been resourced through the Council's budget planning and Medium Term Financial Strategy. |
| Risk Management | Improvements contained within the Delivery Plan. |
| Equalities Impact Screening | Equality impacts will be undertaken as needed for specific project areas. |
| Human Rights | None discernible at this time. |
| Transformational Government | Improvements contained within the Delivery plan. |
| Comments of Head of Paid Service | The report is satisfactory |

| | |
|---------------------------------|---|
| Comments of Section 151 Officer | The report is satisfactory |
| Comments of Monitoring Officer | The report is satisfactory |
| Consultees | Links to budget approval processes for 2019/20 consultations. |
| Background papers | Corporate Leadership Team papers held in Room 135. |
| Recommendations | <p>IT IS RECOMMENDED THAT CABINET:</p> <ol style="list-style-type: none"> 1. CONSIDERS THE PROPOSED COUNCIL DELIVERY PLAN FOR 2019/20 TOGETHER WITH COMMENTS FROM POLICY DEVELOPMENT GROUP. 2. SUBSEQUENTLY ENDORSES THE PLAN'S CONTENT AND RECOMMENDS IT TO COUNCIL FOR APPROVAL ON 21 MAY 2019. 3. AUTHORISES THE CHIEF EXECUTIVE, IN CONSULTATION WITH THE LEADER OF THE COUNCIL, TO MAKE ANY FINAL AMENDMENTS TO THE PLAN PRIOR TO COUNCIL ON 21 MAY 2019. |

1.0 BACKGROUND

- 1.1 The Council Delivery Plan (CDP) is produced annually to set out the priority areas of work and performance targets and information for the year ahead. This plan has been developed through discussions at the Corporate Leadership Team and with key members. The plan has also been seen and considered by the Policy and Development Group and an excerpt from the draft minutes can be found at Appendix 2.
- 1.2 The Council's priorities for the year ahead are underpinned by a balanced budget, a constant focus on value for money, local income generation where appropriate and a balanced, prudent approach to the future challenges to our funding and expenditure.
- 1.3 Our priority work areas will be:-
- Supporting Coalville to be a more vibrant, family friendly town.
 - Our communities are safe, healthy and connected.
 - Local people live in high quality, affordable homes.
 - Supporting business and helping people into local jobs.
 - Developing a clean and green district.

2.0 COUNCIL DELIVERY PLAN 2019/20

- 2.1 The service and financial planning processes in the Council are aligned, so the funding is identified in the Medium Term Financial Strategy (MTFS) to ensure that the Council Delivery Plan priorities and actions can be delivered within the available resources.
- 2.2 The proposed draft of the Council Delivery Plan is attached at Appendix 1. The design and layout of the document has been updated and edited since the draft was considered by the Policy and Development Group to make it more engaging for customers, employees and other stakeholders. The Plan outlines the key tasks that will be undertaken to deliver in the priority areas during 2019/20 and also the aspirations for the priority areas over a three year period.

3.0 PERFORMANCE MONITORING

- 3.1 Progress on the Council Delivery Plan will be reported to the Corporate Scrutiny Committee and Cabinet on a quarterly basis. We are implementing a new software system in 2019/20 to improve the recording and management of performance information. The new software will enable us to track actions and measures as they are completed in a series of “dashboards” which will be completed on a monthly basis by Team Managers through links to team plans, and these will in turn provide performance information for members of Corporate Leadership Team and Portfolio holders.
- 3.2 The Council Delivery Plan document will go to the first meeting of the new Council after the district elections in May 2019 for final consideration. The recommendation to authorise any final amendments by the Chief Executive and Leader is proposed to allow modifications in the event of changes in circumstances between now and the date of the first meeting of the new Council.

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Council Delivery Plan for 2019-20



Welcome to our Council Delivery Plan for 2019-20

At North West Leicestershire District Council we believe in putting our communities and customers at the heart of what we do.

Our new council priorities show the areas where we think the council can have most influence. This plan states what we will do to achieve these things in the coming year and beyond.

Our plans and priorities are underpinned by a balanced budget, a constant focus on value for money, local income generation and a prudent approach to future challenges to our funding and expenditure.

We prioritise the work that makes the biggest difference to people's lives.

We're proud of the aims and actions in this plan and look forward to seeing how our work can make a positive difference in North West Leicestershire.

Our priorities



Councillor Richard Blunt – Leader



Bev Smith – Chief Executive

- **Supporting Coalville to be a more vibrant, family-friendly town**
- **Our communities are safe, healthy and connected**
- **Local people live in high quality, affordable homes**
- **Supporting businesses and helping people into local jobs**
- **Developing a clean and green district**



Bel Canto School Choir performing at Christmas in Coalville

Value for money

We manage our budgets carefully and sensibly. This allows us to provide excellent value for money in our services; investing in key schemes and infrastructure that make a real difference in our communities, whilst balancing the books and planning for the future.

The General Fund

General Fund - Income

General Fund - Spending and saving plans

| Income from | In 2019/20 we plan to collect: | Spending and saving plans | Key investments |
|--------------------|---|---|---|
| Council tax | Council tax £5.3 million | We plan to spend £14.7 million of our £14.9 million budget | £9 million (of £23 million) investment in a new leisure centre in Coalville, which will open in 2021. £1.2 million investment in Ashby Leisure Centre and Lido. |
| Fees and charges | Planning fees £1.2 million | We will add £161,000 to our Self-Sufficiency Fund to protect us against future financial challenges | £175,000 invested in waste services to cater for the growing district |
| Business rates | Business rates £6.4 million | | £XXX (cost to be added when known) to redesign Marlborough Square |
| Recycling | Recycling £466,000 | | |
| Other local income | Government grant (the Revenue Support Grant) £NIL | | |

Housing Revenue Account

Housing Revenue Account - Income

Housing Revenue Account - Spending and saving plans

| Income from | In 2019/20 we plan to collect: | Spending and saving plans | Key investments |
|-------------|--------------------------------|--|---|
| Rents | Rents £17.6 million | We plan to spend £16.2 million on council housing services | £7.6 million improving and maintaining our existing council homes |
| | | We will add £1.4 million to a reserve to repay loans due in March 2022 | £5 million building new council homes |

For more information on our income, spending and saving plans, please visit www.nwleics.gov.uk/mtfs



Supporting Coalville to be a more vibrant, family-friendly town

Town centres are changing. The way people spend their leisure time is different now and a varied town centre offer is crucial to drawing people in.

We want Coalville to grow with this change and be a place where people want to live and spend their leisure time, and where businesses thrive and invest.

Pulling together an overview of Coalville's retail and leisure profile and how it could grow, we will assess what could help to bring more people into the town centre, set out where key development sites are and work with partners to create exciting entertainment and retail opportunities.

We can't do this work on our own. That's why we plan to support community groups and businesses to make their own contributions to improving the town; through events, funding bids, grants and advice.

We would like to encourage everyone to shop 'local'; support your town centre and independent shops, spend your time in local restaurants and bars and head to local events. The more we all do this, the more vibrant Coalville will be.

Supporting Coalville to be a more vibrant, family friendly town

Our aims

Coalville is a vibrant town - Local people choose to spend their time and money in Coalville town centre - Coalville is a good place to do business

Key tasks 2019-20

Develop a Coalville Regeneration Framework to enhance the town centre



Seek external funding, including the new national Future High Streets Fund to support town centre regeneration

Seek a cinema operator for Coalville



Establish and maintain an events programme in our public spaces

Start the redesign of Marlborough Square

Create a vibrant indoor market on Marlborough Square



Work with partners to make the most of our heritage to bolster the town's identity and sense of place

Work with the community and interest groups to celebrate and promote Coalville's heritage including 100 years of Palitoy

Provide grants to at least ten businesses in Coalville to improve the fronts of their buildings, creating a better street scene



Provide a tailored support programme for 20 retail businesses in Coalville

Continue to provide support and funding for Coalville Market traders to grow their business

In the next three years we will...

Begin priority projects in the Regeneration Framework for Coalville

Enable and initiate new developments and public realm projects, supporting the district's high aspirations for design quality



Support the redevelopment of key housing sites in Coalville

Establish a new outdoor market and other events on Marlborough Square

Work with the Belvoir Shopping Centre to make it a more attractive destination and reduce the number of vacant shops



Ensure that links to the new leisure centre are maximised



Artist's impression of the new Coalville Leisure Centre, which will be built on land off Stephenson Way and will open in 2021

18 Our communities are safe, healthy and connected

We want North West Leicestershire to be a safe and healthy place that is well connected and great for growing families.

We will look at our own practices by putting the customer first in all our decisions and actions.

We will ask for and respond to customer feedback to continually improve our customer service whilst making more available online for customers to self-serve and improving our face-to-face and phone service for those with more complex needs.

We want communities to be well connected so we're supporting infrastructure investment to make sure people can easily get to their jobs and pursue leisure interests.

The health and wellbeing of our communities is important to us. This year will see us invest £23 million in a brand new leisure centre in Coalville and spend £1.2 million on improvements at Ashby Leisure Centre and Lido.

Our communities are safe, healthy and connected

Our aims

Put our customers at the heart of all we do – Increase connectivity (physically and virtually) throughout our communities – Support safer neighbourhoods

Key tasks 2019-20



Make sure our customers can contact us in a way that suits them, with self-serve options as well as face-to-face support

Make all appropriate transactions 'digital by default'

Identify locations for customers to access our services in their own communities



Deliver the actions in our Health and Wellbeing Strategy



Work with our leisure partner to secure planning consent and start the construction of a new leisure centre in Coalville

Modernise and enhance the leisure centre in Ashby



Working with local schools, parish councils and leisure centres, improve the community leisure facilities in Castle Donington and at Ibstock and Measham Leisure Centres

Achieve accreditation from the Surveillance Camera Commissioner for our CCTV system

Develop our tourism offer to encourage inward investment, dwell time and connecting visitor attractions

Consult on revisions to the Local Plan

Encourage and support town and parish councils to write and adopt their own Neighbourhood Plans



In the next three years we will...



Develop a network of locations for mobile CCTV

Adopt the revised Local Plan

Improve the accessibility of our offices and continue to reduce call wait times

Reduce the gender pay gap in the council's workforce



Reduce our sickness absence levels year on year through a combination of measures in our People Plan

Work towards increasing participation levels at Coalville and Ashby Leisure Centres by 58% by 2025



Local people live in high quality, affordable homes

In 2018 we celebrated 10 years since the launch of our Good Design Guide, which continues to make sure new developments in our district are high quality.

This year we are focussing on the availability and quality of affordable homes in the district.

We will continue our programme of building new council homes and also buying or acquiring new properties from developers as they build private homes in the area.

We will improve our own housing through a planned programme of improvements to the value of £7.6 million, as well as working to make sure the private rented accommodation in our district is up to standard.

Local people live in high quality, affordable homes

Our aims

Increase the number of affordable homes in the district – Improve the quality of our council housing – Improve the quality of private rented accommodation

Key tasks 2019-20



Get planning permission and start building new council homes in Coalville, Whitwick and Measham

Establish a local housing / trading company

Buy affordable homes from developers to increase availability of council housing

2

Ensure residential development takes place on brownfield sites in Moira and Measham



Ensure all new housing in the district meets the standards of the NWLDC Good Design Guide.

Invest up to £7.6 million to upgrade tenants' homes and their neighbourhoods

Alter tenants' homes where there is an assessed medical need, by spending £295,000 on level access showers, stair lifts and other aids and adaptations



Invest £778,000 in estate improvements including off-street parking, improvements to footpaths and roads and mobility scooter stores

Carry out proactive, targeted enforcement so all eligible landlords have a Houses in Multiple Occupation (HMO) Licence

In the next three years we will...



Maximise the number of private empty properties that are brought back into use

Selectively buy back long term empty properties

Work with local housing associations to supply 300 new affordable homes



Invest up to £14 million to improve council homes

Provide up to 100 new council homes through new build or by acquiring homes through agreements with developers



Former derelict Bus depot bought by Desirable Car Ltd - we provided the company with a £50,000 grant to improve the front of the building and a £25,000 to help grow its business, creating at least nine new jobs for local people

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Support for businesses and helping people into local jobs

North West Leicestershire has a very low unemployment rate (1.2% compared to 2.3% nationally*) and we benefit greatly from having a wide range of employers, from large-scale producers and distributors to small, independent retailers.

We will support the growth of jobs and to help make sure the local workforce has the right skills for the roles available.

Through partnerships with schools and colleges and events like jobs fairs we can make sure people are skilled and able to gain employment in our district.

To bolster this positive employment position, we also want to attract investment into the district and this year we will actively promote the district to potential new businesses, showcasing all of the benefits of setting up business here.

2019 is expected to mark the exit of the UK from the European Union. We will continue to work with businesses affected by the EU exit to make sure they are prepared for any changes. We will also continue to advise and signpost businesses affected by the development of HS2.

* Office of National Statistics, November 2018

Support for businesses and helping people into local jobs

Our aims

Match local people with skills and jobs – Support new and growing businesses to create jobs – Help young people into work

Key tasks 2019-20

Give comprehensive advice to smaller businesses and start-ups with a focus on food hygiene and allergen controls



Working in partnership with the National Forest Company, carry out an options appraisal for Moira Furnace as part of an application for Resilient Heritage funding to the Heritage Lottery Fund



Launch a grant funding programme that supports the growth of existing businesses as well as supporting new business start ups

Provide targeted support for local business who may be impacted by HS2 and EU Exit

Adopt and start to deliver the aspirations of the North West Leicestershire Economic Growth Plan 2019-21



Working with our new leisure partner, increase local employment, training and apprenticeship opportunities with a key focus on local supply chains in the construction of the new Coalville Leisure Centre

In the next three years we will...

Maintain 12 apprentice placements each year

Provide a £250,000 programme of grant funding and business support

Work with partners to organise two jobs fairs every year



Promote North West Leicestershire as a key location for business growth and support £1 million of new business investment and 4,000 new jobs

Work with partners and public transport providers to enhance transport connectivity so local people can access new job opportunities throughout the district



Work with three schools / colleges and local businesses on skills development with a focus on career advice

Provide face to face business and environmental health advice to 20 growing businesses each year



Work with food establishments to further reduce the number that have a hygiene rating of 0, 1 or 2



Developing a clean and green district

We consider ourselves very lucky to be right at the heart of the National Forest – a long term project that is making the area greener every year. Much of our work this year supports the National Forest and all that it stands for – by planting trees, bolstering its brand and identity and supporting key events like the international Timber Festival.

Being a clean and green district requires the support of businesses and individuals who we work with on littering and fly tipping campaigns to keep our environment cleaner for everyone to enjoy.

We also acknowledge that we need to lead the way in terms of the green agenda and have a number of schemes this year that aim to reduce our own carbon footprint through our council housing, council-owned buildings and working practices.

Developing a clean and green district

Our aims

Lead by example by reducing our own carbon footprint – Reduce littering and fly tipping – Promote the work of the National Forest

Key tasks 2019-20



Increase recycling rates by at least 1% every year through our Recycle more... campaign

Develop and run a high profile fly tipping campaign 'Breaking the Cycle'

Expand our Free Tree Scheme



Support towns and villages to develop an identity associated with the National Forest

Sponsor the National Forest Company's international Timber Festival in 2019 and 2020



Support private householders to improve the energy efficiency of their homes and help those in greatest need to access Government grants for affordable warmth



Complete the installation of 400 air source heat pumps in council homes and assess tenant satisfaction

Run an electric car charging point pilot in Ashby

In the next three years we will...



Support the Litter Strategy for England through our partnership working within the Roadside Litter Working Group

Work in partnership with local haulage companies to tackle layby litter

Achieve 50% recycling rates by 2023



Reduce carbon emissions at Coalville and Ashby Leisure Centres by 20% by 2022

Replace lighting in NWLDC buildings with LED lighting to reduce energy consumption

Use the data and knowledge from the electric charging points pilot in Ashby to consider rolling out charging points across the district



Reduce vehicle emissions from licensed taxi vehicles

Help 250 fuel poor households to receive funding for loft and cavity wall insulation and replacement boilers

Useful information

If you would like more information about the Council Delivery Plan or any council service, please use the contact details below:

www.nwleics.gov.uk

customer.services@nwleicestershire.gov.uk

 @NWLeics

 This is NWLeics

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EXTRACT of the MINUTES of a meeting of the POLICY DEVELOPMENT GROUP held in the Council Chamber, Council Offices, Coalville on WEDNESDAY, 6 MARCH 2019

Present: Councillor M Specht (Chairman)

Councillors R Ashman, N Clarke, T Eynon, G Houlst, P Purver, V Richichi, A C Saffell, S Sheahan and N Smith

Officers: Mr M Fiander, Mrs A Harper, Mr G Jones, Mr M Murphy, Mr I Nelson, Mr T Shardlow, Walford and Mrs R Wallace

67. COUNCIL DELIVERY PLAN 2019/2020

The Strategic Director of Housing and Customer Services presented the report to Members.

Councillor T Eynon commented that it would be good to see the Snibston Discovery Park buildings in the list of heritage assets as it held a lot of history and improvement work was being undertaken by Leicestershire County Council. She also pointed out that there was a reference to Marlborough Square improvement works (and events), which had not yet commenced, and the cost was still to be confirmed.

In response to a comment on fly tipping issues from Councillor N Smith when discussing the 'developing a clean and green district' council priority, the Strategic Director of Housing and Customer Services stated that there was a high profile fly tipping campaign but agreed this could be promoted more within the plan. Councillor P Purver commented that the Council should be working with all haulage companies operating in the district and not just three.

It was moved by Councillor M Specht, seconded by Councillor P Purver and

RESOLVED THAT:

- a) The report be noted.
- b) Comments made by the Committee be provided to Cabinet when considering the report.

68. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME

RESOLVED THAT:

The work programme be noted

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 8.40 pm

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 9 APRIL 2019

| | |
|-----------------------------|--|
| Title of report | DISCRETIONARY COUNCIL TAX DISCOUNT SCHEME |
| Key Decision | a) Financial No b) Community Yes |
| Contacts | <p>Councillor Nicholas Rushton 01530 412059 nicholas.rushton@nwleicestershire.gov.uk</p> <p>Strategic Director of Housing and Customer Services 01530 454819 glyn.jones@nwleicestershire.gov.uk</p> <p>Head of Customer Services 01530 454753 tom.shardlow@nwleicestershire.gov.uk</p> |
| Purpose of report | To present to members the budgetary position on the Discretionary Discount Fund (DDF) relating to Council Tax and seek member approval for the recommendations. |
| Reason for decision | Preceptor funding has been withdrawn resulting in a diminished budget. |
| Council priorities | Value for Money |
| Implications: | |
| Financial/Staff | The recommendations propose to utilise £34,172 from the remaining 2018/19 New Burdens funding for the purposes of maintaining the Discretionary Discount Fund in 2019/20. |
| Health and Safety | N/A |
| Risk Management | N/A |
| Equalities Impact Screening | The recommendations seek to maintain current funding levels to support those residents who may be experiencing financial hardship. |
| Human Rights | N/A |
| Transformational Government | N/A |

| | |
|----------------------------------|---|
| Comments of Head of Paid Service | The report is satisfactory |
| Comments of Section 151 Officer | The report is satisfactory |
| Comments of Monitoring Officer | The report is satisfactory |
| Consultees | Drafted in consultation with the Revenues & Benefits Partnership |
| Background papers | N/A |
| Recommendations | <p>THAT CABINET:</p> <ol style="list-style-type: none"> 1. NOTE THE REMOVAL OF PRECEPTOR CONTRIBUTIONS FOR THE DISCRETIONARY DISCOUNT FUND FOR 2019/20. 2. INCREASE THE BUDGET FROM £5,828 TO £40,000 FOR 2019/20 USING THE NEW BURDENS FUNDING TO ADDRESS THE RESULTING SHORTFALL. 3. COMMISSION A PUBLIC CONSULTATION IN 2019/20 ON FUNDING ARRANGEMENTS FOR FUTURE FINANCIAL YEARS. |

1.0 BACKGROUND

- 1.1 The Discretionary Discount scheme was introduced to help protect the most vulnerable members of the community, in line with the requirements of the Government's localisation of benefits, which replaced the previous Council Tax Benefits system from 1 April 2013.
- 1.2 The Discretionary Discount scheme reduces the amount of Council Tax payable after considering eligibility for any national benefits, discounts, reliefs and exemptions, up to 100% of the remaining Council Tax liability.
- 1.3 This is in addition to Council Tax Support, which for working age claimants in NWL pays a maximum of 85% of the bill, or 100% for pensioners.

2.0 CURRENT POLICY

- 2.1 The policy is in place to support the most vulnerable, who are experiencing financial hardship. Possible award examples could include:
 - Supporting those subject to other welfare reform changes including income capping.
 - Supporting the vulnerable or the elderly in the local community.

- Helping customers through personal and difficult events.
- Supporting young people in the transition to adult life or promoting good educational outcomes for children and young people.
- To avoid disability or other unlawful discrimination.
- Households placed in their homes under the Council's statutory homelessness obligation.

2.2 There may also be households which for short periods of time may have exceptional circumstances or life events which lead to financial hardship.

2.3 Examples of applicants or households who may potentially be awarded a Council Tax Discretionary Relief under exceptional circumstances are:

- Recent bereavement and consequently benefits had been suspended which had caused a disruption to their income.
- Terminally ill and unable to contribute to the household income.
- Recovering from a serious illness and unable to contribute to the household income.

2.4 Relief is primarily intended as short-term assistance as opposed to a long-term reduction in Council Tax liability. The Council has discretion as to whether to award Council Tax Discretionary Relief, and each case is considered on its own merits with regard to all the relevant circumstances.

2.5 In 2018/19 there have been 269 successful claims made, all involving financial hardship, with a total value of £41,745 at 15 March 2019, with most claims arriving early in the financial year, as households become liable to pay. This gives an average award value to date of circa £155.

2.6 If the policy was not in place, it is likely that many of these customers would fall behind with their Council Tax payments, and trigger recovery action from NWLDC, incurring both recovery costs in officer time and at the court, and recovery agent stages to the customer (which are illustrated below).

| | |
|--|--------|
| Cost to LA – Officer time to Liability Order | £55.00 |
|--|--------|

| | |
|--|--------|
| Cost to the customer – Summons and Liability costs | £55.00 |
|--|--------|

Cost to the customer - Recovery Agent Fees:

| | |
|-------------------------|--------|
| Writing to the customer | £75.00 |
|-------------------------|--------|

| | |
|-----------------------|---------|
| Visiting the customer | £235.00 |
|-----------------------|---------|

| | |
|----------|---------|
| Sale fee | £110.00 |
|----------|---------|

2.7 The customer would be obliged, in the presence of recovery action to pay these additional fees, placing them in further financial hardship. Alternatively, by nature of the hardship that these customers are experiencing, these debts may ultimately be written off as non-collectable.

3.0 FINANCE

- 3.1 To 2018/19 the Discount Scheme has been financed across the funding partners as below:

Financing 2018/19

| | | |
|--------|---------|---------|
| NWLDC | £5,828 | 14.57% |
| County | £28,156 | 70.39% |
| Police | £4,604 | 11.51% |
| Fire | £1,412 | 3.53% |
| Total | £40,000 | 100.00% |

- 3.2 The forecasted spend for 2018/19 as at 15/03/2019 was as below

| Authority | Gross Spend at 31 December 2018 | *Forecasted spend for Q4= spend in each quarter | Forecasted Total spend 2018/19 (using data at 15/3/19) | Less Carry forward 17/18 | Amount required for year (rounded) |
|-----------|---------------------------------|---|--|--------------------------|------------------------------------|
| NWL | £30,374 | £10,100 | £42,500 | £754 | £42,000 |

- 3.3 However, for 2019/20 the County Council, Police and Fire have confirmed that they will no longer contribute to the fund, leading to a £34,172 reduction in funding.
- 3.4 There are no further funding sources available from other partners. As all the budget was taken up in 2018/19, this suggests there is an ongoing short term need for the scheme to continue in 2019/20 at the same level.
- 3.5 The Council has received some additional funding in the form of 'New Burdens' funding to support the roll out of welfare reform. There is £48,000 remaining, which is enough to cover the shortfall in funding for the DDF scheme for 2019/20.

4.0 NEXT STEPS

- 4.1 It is recommended that the Council makes up the shortfall in funding of £34,172 for 2019/20 utilising the remaining New Burdens funding, to maintain the continuity of the scheme in assisting vulnerable residents.
- 4.2 In 2019/20 the Council will then seek to consult with the public around the long term future of the scheme and its financing.
- 4.3 The outcome of the consultation will then be presented back to Cabinet for consideration and decision prior to implementation from April 2020.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 9 APRIL 2019

| | |
|-----------------------------|--|
| Title of report | NORTH WEST LEICESTERSHIRE ECONOMIC GROWTH PLAN 2019-21 |
| Key Decision | a) Financial No b) Community Yes |
| Contacts | <p>Councillor Tony Gillard 01530 452930 tony.gillard@nwleicestershire.gov.uk</p> <p>Strategic Director of Place 01530 454555 james.arnold@nwleicestershire.gov.uk</p> <p>Head of Economic Regeneration 01530 454752 mark.fiander@nwleicestershire.gov.uk</p> |
| Purpose of report | <p>To provide Cabinet with the working draft for the NWL Economic Growth Plan 19-21 and the associated Evidence Base.</p> <p>To request Cabinet approval for Business Focus to undertake stakeholder engagement of the Growth Plan.</p> |
| Reason for decision | Cabinet approval is sought to undertake stakeholder engagement before final versions are presented back to Cabinet for approval in June 2019. |
| Council priorities | Building Confidence in Coalville Value for Money Business and Jobs Homes and Communities |
| Implications: | |
| Financial/Staff | There are no financial implications of this report as approved funding of £210,000 is available to facilitate the delivery of the 2019-21 Economic Growth Plan |
| Link to relevant CAT | Business CAT |
| Risk Management | None |
| Equalities Impact Screening | Not applicable |

| | |
|----------------------------------|---|
| Human Rights | None |
| Transformational Government | None |
| Comments of Head of Paid Service | The report is satisfactory |
| Comments of Section 151 Officer | The report is satisfactory |
| Comments of Monitoring Officer | The report is satisfactory |
| Consultees | Policy Development Group and Stakeholders |
| Background papers | None |
| Recommendations | <p>1. THAT CABINET ACKNOWLEDGES THE WORKING DRAFT OF THE NWL ECONOMIC GROWTH PLAN 19-21 AND THE ASSOCIATED EVIDENCE BASE.</p> <p>2. APPROVE BUSINESS FOCUS TO UNDERTAKE STAKEHOLDER ENGAGEMENT.</p> |

1.0 BACKGROUND

- 1.1 In 2014, North West Leicestershire District Council commissioned consultants S4W to prepare an Economic Strategy for the District that aligned to the 2015 Leicester and Leicestershire Economic Partnership Strategic Economic Growth Plan (SEP).
- 1.2 The S4W commission resulted in the creation of the 2014-2018 North West Leicestershire Growth Plan. The plan, whilst never formally adopted, became an evidence base and action plan for the Council and partners to support economic growth.
- 1.3 In August 2017 the Business Focus team began planning to refresh the Growth Plan. It was intended that the refresh would mirror the timing of the refresh of the SEP. However, following the Government's launch of 'The Industrial Strategy', the SEP refresh was halted and preparation commenced on a new Local Industrial Strategy (LIS)

Industrial Strategy and Local Industrial Strategy.

- 1.4 The Government launched 'The Industrial Strategy' in November 2017. The strategy sets out how the government will help businesses create better, higher-paying jobs and increase productivity across UK.
- 1.5 The LLEP LIS will compile an evidence base about the Leicestershire-wide economy and outline priorities that capitalise on existing opportunities in the economy, address

weaknesses and resolve needs. The LIS will align to the Leicester & Leicestershire Strategic Growth Plan and supersede the 2016 LLEP SEP and associated Sector Growth Plans.

- 1.6 The LLEP has agreed to develop the Leicester and Leicestershire Local Industrial Strategy and undertake public consultation in the summer of 2019.

2.0 NWL ECONOMIC GROWTH PLAN 2019 – 2021

- 2.1 In a series of four documents, the Economic Growth Plan sets out ambitions for North West Leicestershire and, how working cooperatively with our partners, we will continue to develop a thriving and sustainable economy and to play a prominent role in the regional and national economies.
- 2.2 As well as a strategic document, the Economic Growth Plan will also be utilised as a place marketing and inward investment tool and also as a lever to attract funding.
- 2.3 The Plan is based on making the most of the areas strongest assets in terms of People, Place and Business and ensuring that these three gears of the economy function effectively together. Using these gears, this new growth plan sets out a strategy for the growth of the local economy.
- 2.4 The Economic Growth Plan will underpin the Council's Delivery Plan and its delivery will be facilitated through a series of Council Departments Team Plans. The plan also feeds into other local strategies and plans such as the emerging North West Leicestershire Tourism Strategy.

3.0 STAKEHOLDER ENGAGEMENT

- 3.1 To support the delivery of the Economic Growth Plan, the Business Focus Team will continue to work in partnership with stakeholders including local businesses, the National Forest, Leicestershire County Council, the Leicester and Leicestershire Enterprise Partnership, Stephenson College, Job Centre Plus, neighbouring authorities and other regional bodies.
- 3.2 Subject to Cabinet approval, the Business Focus Team will formally undertake stakeholder engagement with the aforementioned partners to ensure they approve and support the plan and the objectives within the plan relating to their organisations.
- 3.3 The draft Economic Growth Plan will be revised to incorporate comments from PDG and stakeholders and return to Cabinet in June 2019 for formal approval.

4.0 GOVERNANCE

- 4.1 The success of the Economic Growth Plan will be monitored by the extent to which the objectives set out in the document are achieved, but also by considering the outcomes they bring.
- 4.2 The Economic Growth Plan 19-21 will be underpinned by the Business Focus Team Plan and the team plans of other business-facing Council services. The delivery of the plan will be monitored through the Council's Business Corporate Action Team (CAT). The CAT brings

together expertise from various disciplines across the council to deliver the Council's key business facing services.

- 4.3 Furthermore, a baseline of the most recent economic data has been collected in the Economic Growth Plan – Evidence Base. This evidence base was used to shape the production of the plan and will be reviewed, updated and reported annually. It will be a measure of the delivery of the plan and identify what further actions or adjustments are needed to support continued economic growth.
- 4.4 Progress on the delivery of the strategy will be overseen by the Business Focus Team, the CAT and reported monthly to the Portfolio Holder for Business and through the Council's reporting framework.

5.0 FINANCIAL IMPLICATIONS

- 5.1 The Economic Growth Plan was prepared by the Business Focus Team using existing resources and officer capacity. The production cost associated with the graphic design and print of the documents will be met through existing Business Focus budgets.
- 5.2 The Plan will be delivered through programmed activities and projects budgeted within the 2019-20 Business Focus Team Plan and the team plans of other business facing Council Services. With our delivery partners, activities within the Business Focus Team Plan include: supporting businesses and town centres, support for women in business, and skills and employment training for young people and for those furthest from the workplace.
- 5.3 The Business Focus Team Plan also includes the delivery of the Council's new £250,000 Enterprising Phase 3 grants programme. Phase 3 builds on the Council's highly successful Enterprising programmes which have supported over 100 local businesses with grant funding and advice and has created over 100 new local jobs. Phase 3 will continue these successes and will provide much needed grant funding to growing small and medium sized enterprises across the District, businesses within our town centres and new start-up businesses in order to support businesses to create new local jobs.
- 5.4 In addition to the Business Focus Team Plan operational budgets, an allocation of funding was approved to develop the Growth Plan 14-18 of which £205,000 has been earmarked as a Local Growth Plan reserve to facilitate the delivery of the 19-21 Economic Growth Plan. This funding commitment will be used to further deliver the objectives across the lifetime of the Plan until 2021 and, where possible, to lever in additional external funding.
- 5.5 Furthermore, through the 19-21 Economic Growth Plan, the Local Sustainable Transport reserve of £148,000 will be utilised to lever in additional match funding to help address the access to work barriers which our residents face.
- 5.6 The Business Focus team will continue to monitor the availability of external public and private funding opportunities, such as the Governments Future High Fund, that the Council could bid into to help deliver the objectives with the Economic Growth Plan.

North West Leicestershire

Economic Growth Plan

2019 - 2021



FORWARD

This Economic Growth Plan sets out our ambitions for North West Leicestershire, a thriving and ambitious district in the heart of the National Forest. Working cooperatively with our partners we will continue to develop a successful, sustainable economy, playing an increasingly prominent role in the regional and national economy.

This plan sets out our ambition to showcase our excellent location, transport infrastructure, attractive natural, cultural and heritage assets, and to demonstrate to those who want to invest or develop companies in North West Leicestershire that we are open for business.

The first North West Leicestershire Growth Plan was published in 2014 and focused on how North West Leicestershire District Council, working with partners, would stimulate growth within the local economy after the 2008 UK recession.

Since that Growth Plan was published there have been significant changes in the U.K. economy, including business and investment challenges following the EU referendum. We are proud to report, however, that the last

four years have seen significant investment in the district and in our market towns. The 2018 Grant Thornton 'Vibrant Economy Index' recognised North West Leicestershire as an outstanding performing area. The district's creation of wealth and jobs puts us in the top 20% nationally for prosperity and the highest in the East Midlands - a ranking reflecting positive change for local people.

The district continues to provide a positive environment to do business, for new enterprises, growing SMEs, new investors or for the many multi-national companies who have already chosen to be based here.

We trust this next stage of the Growth Plan will encourage the district's businesses and residents to rally round a shared aspiration for North West Leicestershire, encouraging further investment and public benefits in the process.

Over 100,000 residents and over 4,000 businesses call North West Leicestershire home. Each is an integral part of our shared ambition to secure our sustained economic prosperity and wellbeing now and in the years to come.

www.nwleics.gov.uk/business



Hicks Lodge Trail

39

8.7m trees planted in the
National Forest

BACKGROUND

40



East Midlands Airport – UK's
largest pure freight airport

The 2014 North West Leicestershire Growth Plan identified growth priorities for the district up until 2018 and was prepared in consultation with partners to coincide with the production of the Leicester and Leicestershire Strategic Economic Plan (SEP). Both the original growth plan and the SEP used the same structure, based on making the most of the areas strongest assets in terms of 'people', 'place' and 'business' and ensuring that these three gears of the economy function effectively together.

Using these gears, this growth plan sets out a long-term strategy for the growth of the local economy. The plan will be influenced by the Government's Industrial Strategy and the emerging Local Industrial Strategy (LIS) which is currently being prepared by the Leicester and Leicestershire Enterprise Partnership.

The emerging LIS is underpinned by a prospectus which identifies a series of priority sectors. Although the key growth areas identified in the LIS prospectus are not all relevant priorities for the North West Leicestershire area, the district has a significant role to play in delivering Leicestershire's planned growth. Therefore it is essential that the policy context for the growth plan in addressing local priorities is consistent and supportive of the wider growth agenda.

North West Leicestershire has a diverse and prosperous economy, based in the heart of the National Forest with strong road, rail, air and digital infrastructure. Central to the three cities of Leicester, Derby and Nottingham and the M1,

M6, M42 golden triangle, the district is home to East Midlands Airport and the Strategic Rail Freight Interchange at East Midlands International Gateway. The eastern leg of HS2 phase 2 will result in the construction of a new high speed railway through North West Leicestershire, connecting to the East Midlands Hub Station at Toton.

This plan will underpin the Council Delivery Plan and will also feed into other local strategies such as the North West Leicestershire Tourism Strategy. The plan will create a clear pathway to support local growth and create a framework for delivery of key priorities, objectives and to steer resources.



**M1 / A42 (M) / A50 run
through the district**

INVESTMENT

Since the 2014 growth plan was published there has been significant investment in the district and in our market towns.

Council investment:

- Announced plans for a £23million development to build a new state of the art leisure centre in Coalville
- A £1million investment to create much needed new car parking provision on North Street in Ashby
- Plans for a strategic public realm-led regeneration scheme to transform Marlborough Square in Coalville, creating a new public square and event space in the town centre
- The creation of a new high quality market hall in a long term vacant retail property on Marlborough Square, Coalville
- A £700,000 grant scheme to assist property owners to undertake improvements to shops in Coalville town centre.



The DHL cargo terminal at East Midlands Airport

INVESTMENT

- A £500,000 series of grant programmes to support the creation and growth of SME businesses and retailers in North West Leicestershire to support the creation of new local jobs
- A £90,000 investment to provide free Wi-Fi access in Coalville and Ashby town centres
- A £45,000 grant towards the renovation and reopening of the iconic Emporium night club in Coalville
- A £50,000 grant towards the renovation, restoration and reopening of the former Ashby Road bus depot in Coalville back into employment use
- A joint venture to acquire and demolish the abandoned Pick and Shovel public house and replace it with Royal Oak Court, a new social housing provision in Coalville town centre
- A joint venture to acquire and demolish the vacant Coalville Police station and replace it with new social housing in the town centre
- An investment to enhance visitor attractions within the National Forest including new high / low ropes at Conkers and Timber – The International Forest Festival.



INVESTMENT

Home to the Strategic Rail Freight Interchange



Infrastructure investment:

- A £7 million initiative to increase capacity at the M1 junction 22 roundabout and the A42 junction 13 roundabout to support growth on the A511 corridor
- Extensive infrastructure improvements to junctions 24 and 24a of the M1 including the introduction of a smart motorway system, improved access to the A50 and a new bypass for Kegworth
- A multi-million pound investment through Leicestershire County Council, supported by the North West Leicestershire District Council to roll out superfast fibre internet to homes and businesses across North West Leicestershire
- A £5.5million Leicestershire County Council and LLEP project to provide new start-up and move-on business units in Coalville providing much needed new workspace
- The ongoing development of SEGRO Logistics Park at East Midlands Gateway, a 700 acre development for up to 6,000,000 sq ft of logistics accommodation and a Strategic Rail Freight Interchange

INVESTMENT

- The continued growth of East Midlands Airport and the new investment made by both DHL and UPS to expand and create new employment at the airport
- A partnership with East Midlands Airport and Trent Barton has created an enhanced bus service providing public transport connection from Coalville to East Midlands Airport, the East Midlands Gateway and through to Nottingham
- Significant private sector investment in the district from the likes of Ibstock Brick, Trunet Group, Amazon, Norton, Donington Park, Formula E, Birlea Furniture, Stobarts, Pharmacy2U, Aldi, Moran Logistics and many others
- This investment across the board shows the attractiveness of North West Leicestershire as an excellent area to invest and do business.



WORKING IN PARTNERSHIP

To support the growth of North West Leicestershire, North West Leicestershire District Council will continue to work in partnership with local businesses, the National Forest, Leicestershire County Council, the Leicester and Leicestershire Enterprise Partnership, Stephenson College, Job Centre Plus, Leicester-Shire and Rutland Sport, neighbouring authorities and other regional bodies.

This work will particularly focus on three core challenges:

- People – skills, access to employment, entrepreneurial spirit, health and wellbeing
- Place – infrastructure, connectivity, quality of life, environment
- Business – Business growth, investment, private sector jobs.



GROWTH SECTORS



Priority sectors for growth, based on official data from the Office of National Statistics and emerging opportunities within the district:

- Manufacturing
- Logistics and distribution
- Construction
- Professional, scientific and technical
- Creative, cultural and tourism

There are also strong local sectors which are not considered to be priority growth sectors for the future, but will continue to play a significant role in the local economy. These include:

- Transport and storage
- Business administration and defence
- Finance and insurance
- Mining and quarrying.

CHALLENGE 1: PEOPLE

Principles - skills, access to employment, entrepreneurial spirit, health and wellbeing.

North West Leicestershire has a growing population of over 100,000. 91.5% of our resident population aged 16-64 have at least an NVQ1 and 43.5% have obtained at least NVQ4. Both attainments are higher than the regional and national averages.

The availability of a diverse workforce with the appropriate skills for business is vital if the local economy is to be successful and resilient. Our residents will have greater employment and entrepreneurial opportunities available to them if they have higher levels of skills, educational attainment and healthy lives.

Growth in future productivity will rely on ensuring that local people can meet the challenges of changing employment needs, take up local job opportunities and that those who are not economically active are encouraged to participate effectively.



CHALLENGE 1: PEOPLE

Objectives

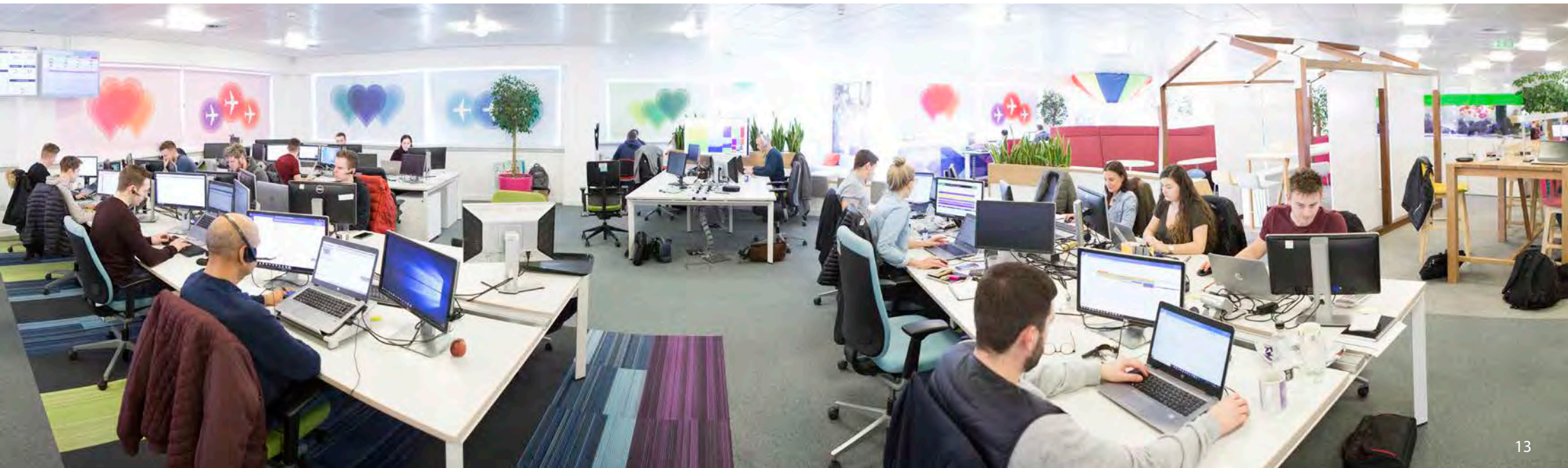
- Help new and existing businesses to recruit local people. For example, by continuing to work with the SEGRO Logistics Park employment group
- Work with partners to ensure that the workforce needs of businesses are met and help to raise skill levels and productivity
- Encourage local businesses to become Disability Confident Employers and to adopt a more open recruitment policy so that those furthest from the labour market can access employment opportunities
- Work with partners to ensure young residents can access careers advice and relevant information on future employment opportunities with local companies in key growth sectors
- Assist the LLEP and other partners to facilitate relationships between local businesses and schools and colleges. This will ensure that future employment needs are met and opportunities are highlighted, particularly in

growth sectors.

83% of residents are economically active

Source: Office for National Statistics

Photo credit: Cooper Parry in Castle Donington



CHALLENGE 1: PEOPLE

- Develop and enhance North West Leicestershire District Council's apprenticeship programme and provide volunteering and work experience opportunities within the organisation
- Promote the employment and training opportunities provided by partner organisations, such as the Leicester Employment Hub, to support those furthest from the labour market into employment
- Promote workplace health interventions and countywide sport and leisure initiatives to ensure that employees and employers are aware of the benefits of health and wellbeing in the workplace and the impact this has on increased productivity
- Work with the Supporting Leicestershire Families team to continue to provide support to vulnerable families in North West Leicestershire with a particular focus of assisting people into employment
- Ensure that current and future employment opportunities from both the construction and implementation phases of Hs2 are promoted locally.

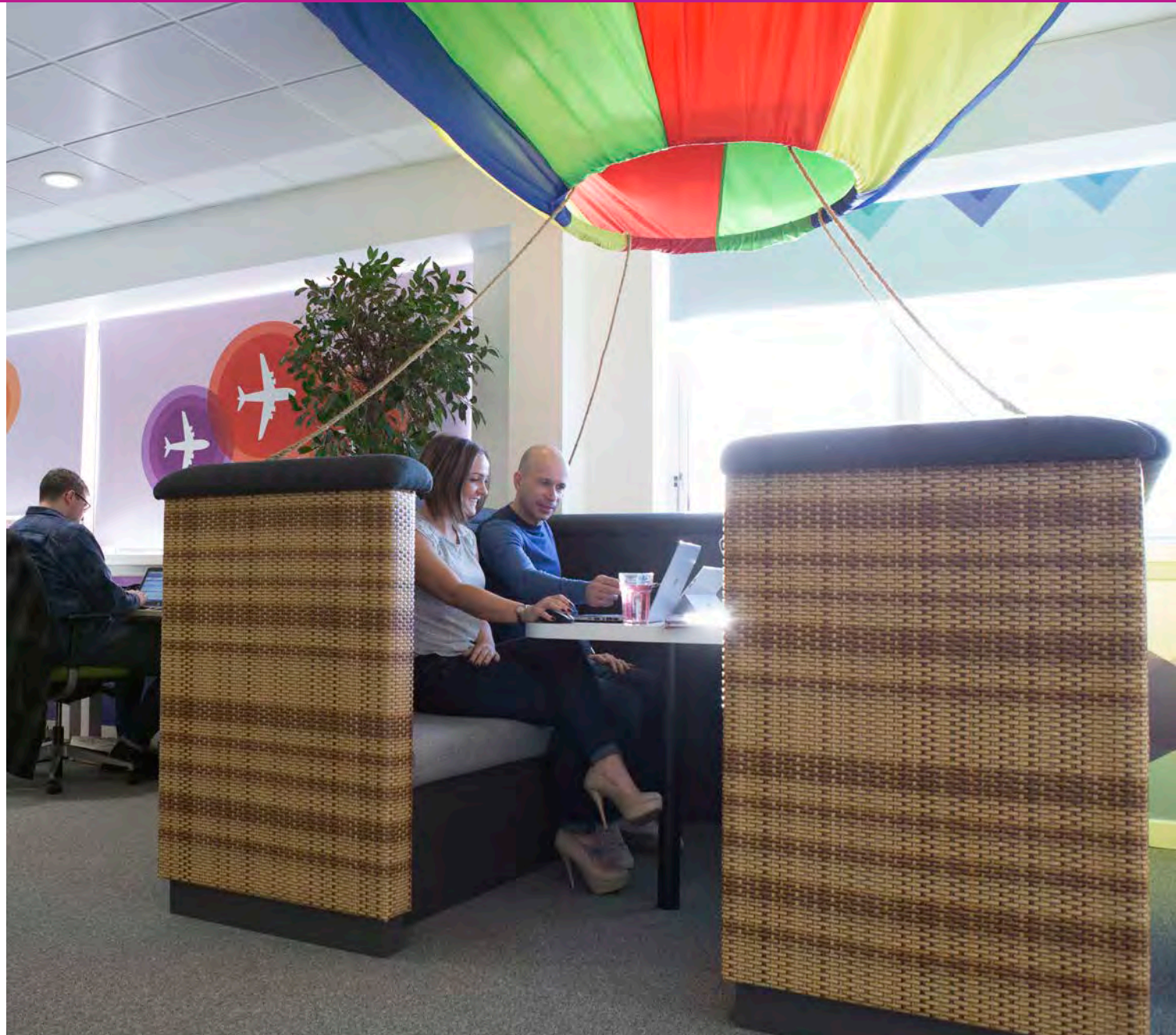


Photo credit: Cooper Parry in Castle Donington

CHALLENGE 2: PLACE

Principles - infrastructure, connectivity, quality of life, environment.

Our location and environment has been a considerable driver for the economy of North West Leicestershire in terms of natural resources, natural assets and the location of strategic, national and international transport links.

The district lies at the heart of the National Forest and much of the district remains rural in character with attractive countryside. Our historic market towns and business parks sit at centre of the national transport network, hosting East Midlands Airport and are served by the A42/M42, A50 and M1 corridors.

Providing the necessary environment for businesses is essential to support continued sustainable economic growth and competitiveness. The local business environment needs to continue to offer access to suitable premises and land with good transport links, effective digital connectivity, appropriate housing provision for the workforce and access to excellent quality of life facilities including town centres, leisure and open space.



CHALLENGE 2: PLACE

Objectives

- Develop our work of the Coalville and Ashby projects to maximise private and public investment into our market towns
- Continue to support and develop our smaller local centres to be vibrant hubs for their communities, businesses and visitors
- Support proposals for increased investment within the National Forest to develop the tourism offer and support the rural economy
- Encourage activity and investment that supports and enhances the tourism offer of North West Leicestershire
- Facilitate the development of East Midlands Airport and the wider East Midlands International Gateway
- Support the development of the SEGRO Logistics Park and the Strategic Rail Freight Interchange
- Ensure there are sufficient employment sites and premises in the district and help to identify gaps in provision by working with developers and partners, particularly for incubation, and follow-on space
- Work with developers, agents and partners such as the LLEP and the Invest in Leicester team to attract new businesses into the district and assist with indigenous expansions
- Lobby to protect the district's interests and maximise the economic benefits in relation to HS2.

One of the
highest
performing
areas in term of
prosperity in the
UK

Source: Office for National Statistics



CHALLENGE 2: PLACE

- To support the continued roll out of Superfast Leicestershire to improve digital connectivity of homes and businesses across the district
- Deliver the south east Coalville and Money Hill developments and ensure that the people living in these new homes have relationships with their town centres and local services
- Explore opportunities to provide better public transport connections to major employment

areas, including rail links and the East Midlands International Gateway

- Support Leicestershire County Council and Midlands Connect to deliver their investment strategies for continued improvements to the highway and transport infrastructure that serves the district
- Work with a range of partners to maximise the provision of affordable housing within North

West Leicestershire to ensure that residents have access to good quality affordable homes.



35% growth in GVA 2011-16
highest in the East Midlands

Source: Office for National Statistics

CHALLENGE 3: BUSINESS

Principles - business growth, investment, private sector jobs.

Businesses are the engine of growth and local opportunity, and a varied resilient economy ensures that opportunities are maximised. Growth is generated by new business start-ups, indigenous business expansion and new businesses locating to the area.

Strong business productivity is reliant on many factors including a good supply of skilled workers, but it also relies on availability of suitable premises, efficient supply chain links, transportation links and access to finance.

People who are committed to developing a business will also need additional advice and support, particularly in the early stages of their business when it's at highest risk. North West Leicestershire will continue to offer a competitive business environment and access to effective support.

Home to 52 of the Top 200
Leicester and Leicestershire's
businesses



CHALLENGE 3: BUSINESS



Objectives

- Encourage entrepreneurial activity by delivering programmes of support including business start-up workshops
- Help to deliver specific support to assist more women to start a business or to consider self-employment
- Continue to deliver the council's Enterprising Grants schemes to assist business growth to increase productivity and boost local employment
- Work with partners to provide local businesses with advice and support. Particular focus should also be placed on those businesses priority growth sectors
- Provide information to businesses in North West Leicestershire about the Leicester and Leicestershire Business Gateway and achieve a higher enquiry take-up
- Ensure there is sufficient workspace and support for new enterprise and for business start-ups
- Promote North West Leicestershire as a destination for inward investment to attract business that will create new high-skilled employment opportunities.

CHALLENGE 3: BUSINESS

PWC and HSBC regional offices at Castle Donington



- Facilitate programmes that assist businesses in staff recruitment and upskilling. For example, hosting jobs and skills fairs with particular emphasis on those furthest from the labour market and promoting a more open recruitment policy
- Ensure there is a “soft landing” package for potential investors to make informed decisions about locating to North West Leicestershire
- Assist North West Leicestershire businesses affected by the proposed route of HS2 to relocate
- Look to ensure that local businesses are aware of HS2 supply chain opportunities
- Encourage local businesses to get the most from their apprenticeship levy to create new apprenticeship opportunities and upskill their existing workforce
- Provide specialist advice such as environmental health, planning, building control and licensing to local businesses to ensure that they are compliant with regulations.

DELIVERY

The North West Leicestershire Economic Growth Plan has been developed against the backdrop of emerging Local Industrial Strategy (LIS). While the exact detail of LIS are still being shaped the LIS can be expected to play a significant role in shaping the strategic direction of the Leicester and Leicestershire area and also the distribution of future government funding.

The success of the growth plan will be monitored by the extent to which the objectives set out in the document are achieved, but also by considering the outcomes they bring.

Strong local governance is required. The North West Leicestershire Economic Growth Plan 19-21 will be underpinned by action plans that will be implemented by the North West Leicestershire District Council's Business Focus Team and our Business Corporate Action Team (CAT). The CAT brings together expertise from various disciplines across the council to deliver the council's key business facing services.

Furthermore, a baseline of the most recent economic data has been collected in the Economic Growth Plan – Evidence Base. This evidence will be reviewed, updated

and reported annually to be a measure of the delivery of the Growth Plan and to what further actions or adjustments are needed to support continued economic growth.

Progress on the delivery of the strategy will be overseen by Business Focus Team, the CAT and reported to the Portfolio Holder for Business and through the North West Leicestershire District Council's reporting framework.

The successful implementation of this plan will be enabled through strong partnerships with the council and require input from local businesses, the National Forest, Leicestershire County Council, the Leicester and Leicestershire Enterprise Partnership, Stephenson College, Job Centre Plus, neighbouring authorities and other regional bodies.

www.nwleics.gov.uk/business







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Home to...



THE NATIONAL FOREST



North West Leicestershire

North West Leicestershire is the perfect environment for business.

A combination of good transport links, an adaptable workforce, strong support services and a number of strategically significant growth sectors have contributed to the District becoming one of the fastest growing areas in the country.

For investors looking at new opportunities, the area can provide a wide range of suitable sites and premises at competitive prices.



Coalville Town Centre

- North West Leicestershire District Council continues to drive a significant investment programme to facilitate the continued regeneration and growth of Coalville town centre.
- Since 2014 the Council have facilitated investment of over £5million in developing sites, premises and infrastructure to support the growth of our market towns.
- Coalville is the administrative centre of the district with a population of almost 50,000 within a three mile radius.
- The town has excellent transport links sitting on the A511 between Junction 22 of the M1 motorway and Junction 13 of the A42. The town also has excellent access via the M42 into Birmingham and Nottingham.

Coalville Development Opportunity: Capri Park

- Capri Park is situated in Coalville town centre at the junction of Hotel Street and Whitwick Road, adjacent to the Belvoir Shopping Centre.
- Providing 6 units around 154 car park spaces, with excellent frontage and access to Coalville town centre.
- The 64,000 sq ft scheme provides an opportunity for both food and non-food retailers.

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Coalville Development Opportunity: Wolsey Road

- The land off Wolsey Road is a cleared 4 acre development site in Coalville Town Centre just off Memorial Square.
- The town has excellent transport links sitting on the A511 off Junction 22 of the M1 motorway.
- Subject to planning permission, the site presents a mixed use development opportunity within the town centre.



The National Forest

- The National Forest is one of Britain's boldest environmental projects: the creation of a new forest across 200 square miles of Leicestershire, Derbyshire and Staffordshire.
- The continued growth and management of the Forest makes it more accessible so that the Forest benefits everyone.
- Creating a woodland culture and providing quality of life and green spaces that provide lasting benefits for generations to come.



East Midlands Airport

- East Midlands Airport is an international gateway that connects the Midlands, and the wider UK, into the global economy.
- East Midlands Airport is the UK's busiest pure cargo airport and second only to Heathrow, handling over 350,000 tonnes of flown cargo every year.
- The Airport is the UK hub for DHL and UPS, and support operations for both TNT and Royal Mail.
- With room to grow, the airport's thriving cargo facility is expanding to meet the demands of importers and exporters.



A511 Growth Corridor

- Between the M1 Junction 22 and A42 Junction 13, the A511 Growth Corridor connects Bardon Industrial Estate and the towns of Coalville and Ashby de la Zouch.
- Strategic housing growth at Money Hill in Ashby and at South East Coalville.
- Vibrant industrial estates and business parks.
- Diversity and scale of local employers including: Aggregate Industries, Amazon, Antalis, Ashfield Health Care, Bott, Ceva Logistics, Davidsons, DHL, Fisher German, HK Wentworth, Hill Rom, Hormann, Matsuura, Plastristribution, Roca, Siemens, Stephenson College, Tulip, Wilson Vale, Winbro and many, many more.



Council Owned Property

- North West Leicestershire District Council have 95 commercial properties across North West Leicestershire.
- Units are available to let in town centres, on business parks, industrial estates, rural settings and in the surrounding areas.
- Our portfolio consists of offices, light industrial units, retail units and craft workshops, ranging in style, size and location.



Vulcan Park – Coalville

- Leicestershire County Council's £5.5million planned development in Coalville will open in the Summer 2019.
- The new build will offer a range of high-spec industrial units to let with unit sizes from 1,000 sq ft up to 9,000 sq ft.
- The development will support small start-ups and growing businesses and will create over 100 new jobs.



SEGRO Logistics Park – East Midlands Gateway

- A 700 acre development with planning consent for up to 6,000,000 sq ft of logistics accommodation.
- Centrally located, adjacent to East Midlands Airport and direct access to J24 of the M1.
- The development incorporates a 50 acre Strategic Rail Freight Interchange.
- Current occupiers include Amazon, Khune & Nagel, Shop Direct and XPO.



SEGRO

East Midlands Distribution Centre (EMDC)

- EMDC is recognised as a strategic distribution location and is only minutes from the M1, A50 and East Midlands Airport.
- EMDC offers a multi-modal distribution centre at the heart of the UK.
- Detailed planning consent granted buildings can be fast tracked and delivered quickly to meet specific occupier timescales.
- Home to occupiers including Birlea Furniture, Interlevin Refrigeration, Klober, Marks & Spencer and Moran Logistics.



Mountpark – Bardon Hill

- Mountpark Bardon is a prime Midlands distribution / logistics park extending to 145 acres. 2.5 miles from junction 22 of the M1.
- The first phase of Mountpark Bardon includes 1.4 million sq ft, including the 1 million sq ft fulfilment centre for Amazon as well as new operations for Stobart and Pharmacy2U.
- A second phase of development is consented with flexibility to accommodate a range of unit sizes from 200,000 sq ft up to 1.3 million sq ft.



225 at Interlink – Bardonia Hill

- 225 at Interlink is located 1.5 miles from J22 of the M1 at the heart of the Golden Triangle.
- Local occupiers include Laura Ashley, Canon, Amazon, CEVA, Antalis, Graphic Packaging International and Bunzl.
- 58 HGV trailer and 174 car parking spaces.
- 225,690 sq. ft. warehouse and fitted offices.
- BREEAM Excellent and EPC A Rated.



Zorro – Ashby de la Zouch

- Zorro provides unrivalled access to Junction 13 of the A42 which in turn provides access to the M42 south to the M6, M6 Toll, M40 and Birmingham. To the north the A42 connects with the M1 providing access to East Midlands Airport, Nottingham and Derby.
- Industrial/ Warehouse development providing 235,000 sq ft
- Situated on the well established 43 acre Ashby Business Park at the Gateway to Ashby de la Zouch.



G Park – Ashby de la Zouch

- 24-hectare land plot providing the opportunity to develop up to 79,000 sq m of rail-connected logistics space.
- Access to site from Junction 13 of the A42.

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Howard Tenens: 70k

- New 70,000 sq ft of high specification industrial warehouse in Ashby de la Zouch.
- Access to Junction 13 of the A42.
- Planning approved for a new high specification detached warehouse of steel portal frame construction and ground and first floor offices.



**North West Leicestershire
Economic Growth Plan
Evidence Base**

2019 - 2021

January 2019

1 North West Leicestershire

- 1.1 North West Leicestershire sits at the axis of the Midlands, strategically located 25 miles from Birmingham, Derby, Leicester and Nottingham. The District is at the centre of the national transport network, hosting East Midlands's Airport, the M1 corridor and also main line rail services provided at East Midlands Parkway. The A42/M42 and the A50 provide an important East/West connection.
- 1.2 It is an area primed for economic growth, particularly having development prospects that are of national and international significance. Our location has proved to be a major attraction to inward investors and developers and our indigenous businesses are growing strongly after the economic slowdown. We have an experienced workforce, excellent natural environment (including being at the heart of the National Forest) and have areas of attractive and accessible countryside.
- 1.3 Delivering economic growth is critical to the wellbeing and prosperity of the District's population. We must be aware of the uncertainty in the local and national economy in light of Brexit and the unknown impact this may have on our residents, businesses and future funding.
- 1.4 North West Leicestershire District Council is keen to ensure that opportunities are realised, so that our growth potential can be fully grasped. At the same time, we also recognise that a number of challenges need to be addressed, in particular access to areas of new opportunity, making sure that local residents have the skills that businesses need to be successful and maximising the economic impact of visitor spending in the area.
- 1.5 This Economic Growth Plan sets out how North West Leicestershire District Council, working with partners, will work to stimulate growth within our local economy. We already have a strong track record of partnerships - internally within the District, across the wider County and Region and nationally. The plan sets out our ambitions, but is also realistic as to where the public sector can make a difference and where our limited resources will be best applied. The plan runs from 2019-2021.

2 Background to the Growth Plan

- 2.1 The 2014 North West Leicestershire Growth Plan identified growth priorities for North West Leicestershire up until 2018, and was prepared in consultation with partners to coincide with the production of the Leicester and Leicestershire Strategic Economic Plan (SEP). Both the original growth plan and the SEP used the same structure, based on making the most of the areas strongest assets in terms of People, Place and Business and ensured that these three gears of the economy function effectively together.
- 2.2 Using these gears, this refreshed growth plan sets out a strategy for the growth of the local economy. It is necessary to realise that the plan will be influenced by the Government's Industrial Strategy and the emerging Local Industrial Strategy (LIS) which is currently being prepared by the Leicester and Leicestershire Enterprise Partnership.

- 2.3 The emerging LIS is underpinned by a prospectus which identifies a series of priority sectors. Even though not all of the key growth areas identified within LIS prospectus are relevant priorities to the North West Leicestershire area, the District has a significant role to play in delivering Leicestershire's planned growth. Therefore it is essential that the policy context for the growth plan in addressing local priorities is consistent and supportive of the wider growth agenda.

3 Strategic Context

- 3.1 Partners across Leicester and Leicestershire have been working with the LLEP over the past year to develop a Local Industrial Strategy, which will set out the area's priorities in the period up to 2030, to grow the economy and deliver the ambitions of the national Industrial Strategy and the Midlands Engine 'Vision for Growth'.
- 3.2 The LIS prospectus states "Our place generates nearly £23.5 billion GVA (Gross Value Added) per annum and we are home to 42,400 businesses providing 485,000 jobs for our people. Our ambition is to be the most productive economy in the Midlands by 2030 contributing at least £30 billion each year to the UK Economy. We have one of the youngest and fastest growing populations in the Country and our ambition is to build 187,000 new homes by 2050".
- 3.3 To meet this vision the LLEP will focus on supporting sectors of high value productivity to generate fast growth and also supporting those industries that need help to make them more productive.
- 3.4 The LIS identifies 5 priority growth sectors:
- Space Technologies
 - Life Sciences – Health & Medical Technologies
 - Advanced Manufacturing and Engineering
 - Advanced Logistics
 - Textiles – Design & Manufacturing
- 3.5 The LIS prospectus provides an overarching framework for a number of growth opportunities with these priority growth sectors, including:
- New Strategic Rail Freight Interchange being constructed at the SEGRO Logistics Park.
 - SEGRO Logistics Park as a potential site for one of five Heathrow Expansion Logistics Hubs.
 - The development of a Logistics Institute of Technology led by North Warwickshire and South Leicestershire College to supply the technical skills required to improve productivity within the sector.
 - Develop and support the global cargo capability and potential Free Trade Zone at East Midlands Airport

In addition to the priority sectors, the LIS will also focus on enabling sector growth by:

- Transforming our road and rail networks and deliver the next generation of digital connectivity.
- Building thousands more homes in strategic locations.
- Cultivating thriving business communities within our towns and rural areas.
- Developing nationally significant educational institutions to ensure that our existing and future workforce is equipped to innovate and develop new technologies and services.
- Investing in towns for the future, making them attractive to investors who are looking to locate here; for visitors to the area and more importantly to be the hub for local residents.
- Developing high quality incubator and grow-on space adjacent to town centres providing spaces for our SMEs to grow and innovate.
- Supporting our networks of rural businesses to underpin our heritage and wider economy through tourism, art and culture and local food and drink production.

3.6 This Plan will need to be considered in the context of other important national, regional and local strategies/plans. A list of relevant strategies can be found in Appendix B of this report.

4 People

Demographics

4.1 North West Leicestershire covers 279 sq km and in 2017 had a resident population of 100,109¹ and is expected to rise by around 15% by 2039². In the past 10 years the District's population has increased by 9.4% - at a faster rate than the East Midlands Region (8.3%) and for Great Britain (7.7%) over the same time period. Nearly 62% of the population are of working age³. Almost half of the population live in the two main towns in the District, Coalville (34,575) and Ashby de la Zouch (12,370)⁴. Other key settlements include Castle Donington, Ibstock, Kegworth and Measham.

Economic Activity Rates

4.2 Economic activity rates for all people in the District stands at 85.5% – far higher than both the East Midlands (77.9%) and Great Britain (78.4%)⁵. For men the economic activity rate is 94%, considerably higher than for women (76.9%). For both men and women, North West Leicestershire's economic activity rates out-perform both the regional and national average.

4.3 In terms of Jobs Density – the District performs extremely well – this measures the level of jobs per resident aged between 16 – 64 years and North West Leicestershire has the third highest proportion (0.99) in the whole of the East Midlands – meaning that there is practically one job available for every resident aged 16 – 64. Only Northampton &

¹ ONS Mid-year population estimates 2017

² ONS/CLG 2016 based Population & Household Projections

³ ONS Mid-year population estimates 2017

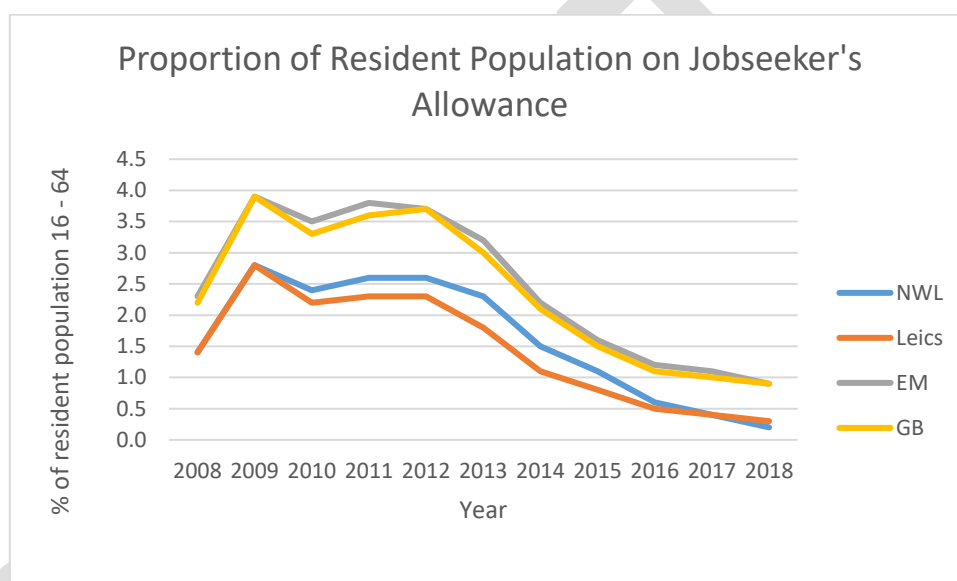
⁴ 2011 Census

⁵ ONS Population Survey 2017

Nottingham have a higher ratio. This illustrates the vibrant employment situation and reflects the location of the District.

- 4.4 The District has performed extremely well in the 2018 Grant Thornton 'Vibrant Economy Index' study. This study measures 'economic successes. North West Leicestershire ranked in the top 20 percent nationally of all Local Authority areas in terms of Prosperity.
- 4.5 In the past, unemployment within North West Leicestershire has generally been slightly higher than the rate across Leicestershire. However, in the past year the Job Seekers Allowance Claimant Count has dropped below the County average ⁶and currently 0.2% of the working age population are on Job Seekers Allowance. The claimant rate is now significantly lower than the regional and national average as presented in Chart 1.

Chart 1



Source: Nomis: ONS Data relates to September of each year. November 2018

- 4.6 There remain pockets of higher claimant rates and lower economic activity across the District, especially in the wards of Blackfordby; Ashby Woulds; Castle Donington and Castle Rock. But rates are still relatively low compared to regional and national figure.
- 4.7 With changes to the Benefits system – moving some residents onto Universal Credit – it means that there are distortions in many of the statistics around the number of unemployed. In October 2018 there were 760 people in North West Leicestershire claiming Jobseekers Allowance and Universal Credit. This gives a rate of 1.2% - in line with Leicestershire as a whole but significantly lower than the East Midlands (1.8%) and GB (2.3%). Historical comparisons are unreliable because of the way data is collected following changes to the benefit system.

Young People

- 4.8 The Jobseeker's Allowance youth claimant count across North West Leicestershire, aged 18-24 years, is 0.1%⁷, this is in line with the County average and lower than both the regional (0.7%) and national (0.6%) averages. Youth unemployment has fallen sharply

⁶ NOMIS DWP September 2018

across the District, falling from 560 to 5, from its peak in 2011 to September 2018⁷. This fall outperforms the County, region and national averages. Some of this decline will be due to the increased age of which claimants now have to be recorded as NEET (Not in education; employment or training). The number of NEETs has dropped significantly across the country as a result of the change in recording methodology.

- 4.9 Longer term unemployment (12 months plus) remains in line with the County average of 0.1% and below the East Midlands (0.3%) and GB (0.4%). With the age increase in claimants there has been a fall in the number of NEETs, but even though the numbers are low, they do still need specialist support from agencies such as Prince's Trust and Supporting Leicestershire Families.
- 4.10 The number of JSA claimants who have been unemployed over 12 months has fallen from a peak in September 2012 from 435 down to 40, recorded in September 2018. The long term unemployed represent 32.5% of all of North West Leicestershire's JSA claimants. This is a higher percentage of all claimants than in 2012 (28%). This trend is also reflected at County, Region and National level – perhaps emphasising the need for even more assistance for the long term unemployed.

Skills and Qualifications

- 4.11 In the past, a major challenge for North West Leicestershire has been the level of skills and qualifications attainment within the local workforce and the ability of local labour to compete. However, in the past three years, according to the ONS Annual Population Survey 2017⁸, the percentage of the working age population with an NVQ4 or above has increased at an amazing rate – to stand at 43.5% in 2017. This compares with only 22% in 2004. – In 2014 the figure still only stood at 28.0% and in the following three years the figures have increased year on year. The figure of 43.5% for NWL compares more favourably than Leicestershire (36.2%); the East Midlands (32.1%) and GB (38.2%). This rise could be due to an increase in higher skilled employment opportunities, an influx of higher qualified individuals moving into the area as new housing comes forward as well as local residents aspiring to better employment.
- 4.12 91.5% of the resident population aged 16-64 years have at least an NVQ1 or higher qualification – again higher than Leicestershire (90.3%); East Midlands (83.6%) and Great Britain (85.4%). There are no statistics for those with no qualifications in North West Leicestershire, as the 2017 sample size of this group was too small to be reliable.
- 4.13 Anecdotal, it is often suggested that there is mismatch between the skills requirements of employers and the skills of young people leaving education. Gaps between potential employees and businesses need to be filled. Businesses need to engage with young people directly, and through their education providers, parents and careers to help inform the career choices and career pathways of the future workforce at an early stage.
- 4.14 The District Council, working in partnership with the LLEP, the Employment Hub and local schools and colleges are committed to improve the information available on local growth sectors both now and in future years and to improve the links between businesses and the education sector.

⁷ Claimant Count September 2018 NOMIS

⁸ ONS annual Population Survey 2017

Earnings

- 4.15 Workplace average hourly pay for jobs in North West Leicestershire* is below the Leicestershire, regional and national averages and also compares unfavourably for residence-based earnings**. Resident based hourly pay for women is lower than the County and region, although it has increased sharply over the past two years, whereas average gross hourly pay for men has fallen (whilst increasing in Leicestershire) as presented Table 1. It is important to support activity that allows residents to access some of the higher paid employment the District.

(* The wage paid to employees working in the District)

(** the wage paid to residents living in the District but whom may work elsewhere)

Table 1 - Median Hourly Pay by Workplace and Residence

| | Workplace (2017) | | | Residence (2017) | | |
|---------------------------|------------------|------------|------------|------------------|------------|------------|
| | Men £ | Women £ | Total £ | Men £ | Women £ | Total £ |
| North West Leicestershire | 12.91 | 11.74 | 12.37 | 14.70 | 11.39 | 13.00 |
| Leicestershire | 13.23 | 11.44 | 12.67 | 14.56 | 12.31 | 13.52 |
| East Midlands | 13.08 | 11.30 | 12.46 | 13.54 | 11.74 | 12.91 |
| Great Britain | 14.56 | 13.17 | 13.99 | 14.56 | 13.18 | 14.00 |

Source: Nomis (2018 Annual Survey of Hours and Earnings)

Key Objectives – People.

- **Support the recruitment and training opportunities for local people in regard to new and existing businesses. For example, the work with the SEGRO Logistics Park employment group.**
- **Work with partners to ensure that the workforce needs of businesses are met, and help to raise skill levels and productivity.**
- **Encourage local businesses to become a Disability Confident Employer and for employers to adopt a more open recruitment policy, so that those furthest from the labour market can access employment opportunities.**
- **Work with partners to ensure that young residents can access careers advice and relevant information on future employment opportunities with local companies in key growth sectors.**
- **Assist the LLEP and other partners to facilitate relationships between local businesses and schools and colleges. This will ensure that future employment needs are met and opportunities are highlighted, particularly in growth sectors.**
- **Develop and enhance North West Leicestershire District Council's apprenticeship programme and provide volunteering and work experience opportunities within the organisation.**
- **Promote the employment and training opportunities provided by partner organisations, such as the Leicester Employment Hub, to support those furthest from the labour market into employment.**
- **Promote workplace health interventions and countywide sport and leisure initiatives to ensure that residents are aware of the benefits of health and wellbeing in the workplace and the impact this has on increased productivity.**
- **Work with the Supporting Leicestershire Families team to continue to provide support to vulnerable families in North West Leicestershire with a particular focus of assisting people into employment.**
- **Ensure that current and future employment opportunities from both the construction and implementation phases of HS2 are promoted locally.**

5 Place

- 5.1 Our location and environment has been a considerable driver for the economy of North West Leicestershire, be that in terms of natural resources, natural assets and the location of strategic national and international transport links.
- 5.2 The District lies at the heart of the National Forest which is rapidly developing as a tourism destination. It contains a number of leisure and visitor attractions and facilities such as Donington Race Circuit, the 1620's House at Donington le Heath, Moira Furnace, the Conkers Visitor Centre, Ashby Castle and the National Forest Youth Hostel.
- 5.3 Much of the District remains rural in character with attractive countryside in places. The principal town is Coalville and smaller settlements are found at Ashby de la Zouch, Castle Donington, Ibstock, Kegworth and Measham.
- 5.4 Coalville, as the main retail centre, is changing with the combination of private sector and public sector investment on projects such as improving the public realm, the redevelopment of key sites such as the former bus depot and the former police station. The District Council are also investing in a number of strategic assets in the town centre.
- 5.5 North West Leicestershire is located in the centre of England, on the western boundary of the East Midlands within close proximity to the major cities of Birmingham, Leicester, Derby and Nottingham. It has excellent strategic Motorway links but no rail passenger services. HS2 is due to run right through the District, following the A42, but there will be no stops within the District.
- 5.6 The location of regional and nationally significant activities at East Midlands Airport (EMA) and Castle Donington, inevitably means that more people commute into the District than leave it to find work. EMA handles over 4.8 million passengers a year, it is a significant UK passenger airport serving over 90 international and domestic destinations. [East Midlands Airport is also the UK's busiest for dedicated air cargo traffic.](#)
- 5.7 With such accessible road links the district sees a large flow of both inbound and outbound commuters with 19,246 residents commuting outside of the district for employment but 26,699 commuters traveling in. This makes a net inflow of 7,453.
- 5.8 The economic, physical and social profile of an area is the result of generations of activity and can have differing imprints in different communities. Whilst the profile may change rapidly as industries decline and new activities come in, the sense of place can be more resistant to change. For Ashby, with an ancient castle and a home in the history books, it is rather different to Coalville, as the name implies, Coalville developed rapidly in response to massive industrialisation.
- 5.9 New development relies on the timely provision of infrastructure and investment – this includes essential utility services, as well as a host of other factors including access to transport, schools, and open space, community and health and leisure services. Preserving the best of the past and addressing deficiencies to develop new amenities will be an important element in successfully planning for growth. The North West Leicestershire Local Plan, adopted in 2017, provides the local planning framework to coordinate future investment. A review of this plan is currently underway.

- 5.10 Of major significance to North West Leicestershire is the development at the East Midlands Gateway by SEGRO. The development will create a Strategic Rail Freight Interchange (SRFI) and provide nationally significant new rail and road connected large-scale distribution and storage facilities alongside the expansion occurring at East Midlands Airport such as UPS and DHL. These projects, currently under construction, will likely pull in employees from a very wide catchment, and it is a balancing act to ensure that these businesses attract the right calibre of staff whilst ensuring opportunities are available to local people. HS2 will run close to both SEGRO Park and East Midlands Airport and there will be a major HS2 hub at Toton – a few miles to the north of the District.
- 5.11 The Economic Growth Plan also recognises the porous boundaries we have, and the importance of working with neighbouring areas to support growth that can be mutually beneficial. There are six key strands to our work on “Place”:
- Employment Land and Premises
 - Housing
 - Low Carbon
 - Connectivity
 - Town and Local Centres
 - Visitor Attractions

Employment Land and Premises

- 5.12 Ensuring an adequate range of choice of land and premises in areas where the market wishes to invest is a fundamental requirement of any plan to promote growth. The district benefits from a wide range of existing provision from older industrial estates to new employment parks. For example, there are modern mixed use premises at Ivanhoe Business Park in Ashby; a mixed older development on Westminster Industrial Estate at Measham and Bardon Industrial Estate adjacent to the M1 which encompasses warehousing, industry and offices.
- 5.13 Furthermore, there are examples of reuse of historical properties for commercial purposes such as Donington Hall which is home to the corporate headquarters of Norton Motorcycle Company and the former Mantle Lane railway sheds at in Coalville that now form the Springboard Centre housing over start-up businesses.
- 5.14 Alongside all this are specialist facilities such as the air freight depot at East Midlands Airport and the rail freight interchange at SEGRO Logistics Park, which is currently under construction, at the East Midlands Gateway. Mountpark – home to Amazon; Eddie Stobarts and Pharmacy 2U has also been developed in the past two years.
- 5.15 The District has a number of key areas which look to accelerate infrastructure projects and programmes in order to achieve benefits of economic growth. These locations are critically linked to investment in developing key transportation corridors. Within the District, the 511 Growth Corridor and the cluster of freight and logistics related activity at the East Midlands Enterprise Gateway represent major opportunities. It is important we work with partners to secure the required public and private investment to develop and accelerate such investment in infrastructure.

- 5.16 The adopted Local Plan includes provision of additional land for employment purposes. It also acknowledges that there is a shortage of land for employment purposes when compared to the HEDNA (2017). A review of the Local Plan has commenced and will address this shortfall.
- 5.17 As the Economic Growth Plan is implemented, the need for specialist provision such as incubation centres and other managed workspace should be explored. Earlier in 2018, Leicestershire County Council gained planning permission for a range of high spec industrial units, partly funded by the LLEP, at Vulcan Court Coalville. This development will encourage more knowledge-intensive activity and build greater diversity and resilience in the economy. The incubation of knowledge-intensive activity could create potential partnerships with colleges and universities.

Housing

- 5.18 The adopted Local Plan makes provision for significant housing growth over the next 12 years. This can be a stimulus to growth through both the construction jobs created and the increase in local purchasing power from new residents moving into to these new homes.
- 5.19 A key housing development will be that at South East Coalville, where planning permission has been granted for 3,500 dwellings and development has commenced. This will provide a significant boost to the local purchasing power and so can provide a catalyst for investment in town centre regeneration.
- 5.20 Across the district the build rate for housing has significantly increased over the last 5 years and this has helped to release funding for local infrastructure improvements.
- 5.21 The Council is working with the other Leicestershire authorities on the development of a Strategic Growth Plan, which will provide a planning framework for the period up to 2050 which includes ambitious housing provision.
- 5.22 Current evidence has identified a need for new affordable housing of 194 homes a year between 2011 and 2036 to meet both existing need and future demand.
- 5.23 The majority, around 80% of this need is for rented accommodation with the remaining 20% representing low cost housing ownership.
- 5.24 As well as being a direct developer of affordable housing, the Council also works with Registered Providers (such as Housing Associations), Homes England and private developers to maximise the delivery of affordable housing within the district.
- 5.25 Recognising the link between housing and access to jobs, the Council recently amended its Council housing allocations policy to award a degree of priority for those who need to move because they cannot access available jobs from their current home.

Low Carbon

- 5.26 Low carbon technologies and the push to reduce carbon emissions are never far from the news, and over the coming decades, developments in low-carbon technologies will create many new jobs and necessitate large investment and changes in infrastructure.
- 5.27 The importance of a sustainable low carbon economy is vitally important today and for future generations. At the heart of the National Forest, North West Leicestershire District Council is committed to ensuring that growth is sustainable and in balance with the local

environment. Since 2003, over 20 wind turbines have received planning permission and the District is now home to a number of solar farms.

- 5.28 Since the 2014 Growth Plan, the Council have delivered a number of initiatives to help improve the sustainability of Council-owned assets.
- 5.29 In 2014 the Council conducted a pilot project to investigate the options available for using renewable energy systems on its social housing stock. 12 properties were fitted with renewable technology including solar thermal, solar, PV, biomass and air source heat pumps. The pilot examined the opportunities for the delivery of large scale installations across the Council's stock and the advantages to its tenants from the provision of renewable energy.
- 5.30 In 2018 the Council embarked on a programme to convert homes in off-gas areas heated by solid fuel appliances to air source "renewable" heating. At the time of writing, 170 properties have been converted to renewable energy with plans for all 300 off-gas solid fuel properties to have renewable heating by 2020.
- 5.31 In November 2017 the Council issued Flexible Eligibility Statement of Intent (SOI) as part of the government's Energy Company Obligation (ECO). The SOI sets out local criteria for North West Leicestershire which aims to target funding for energy efficiency measures such as loft and cavity wall insulation to those most in need. 118 households have had energy efficiency improvements through the scheme.
- 5.32 Since October 2015 the Council has run a local Collective Switching Scheme aimed at supporting people to get a better deal on their gas and electricity. The scheme uses collective buying to secure competitive tariffs for those who register and offers a no-obligation personalised offer. It is focused on those households who do not have access to the internet or who would otherwise struggle to compare the market. Currently 179 people have switched supplier through the scheme with total savings of £46,639 and average annual savings of each person who has switched of £260.
- 5.33 In 2018 the Leicester and Leicestershire Enterprise Partnership launched the Energy Infrastructure Strategy. The Council will work with the LLEP to support local businesses to increase efficiency and to aspire to be at the forefront of developments in low carbon infrastructure.

Connectivity

- 5.34 Despite its excellent location, and the external connectivity opportunities regionally, nationally and globally, there remain a number of challenges to be tackled in relation to connectivity. Businesses with major transportation and logistics requirements are drawn to areas with excellent transport connections to major urban areas, a locally available and competitive labour force and competitive land values.
- 5.35 For example, the existing opportunities for multi-modal freight around East Midlands Airport and at the SEGRO Logistics Park are evidence of this. There has been significant investment during the past two years on the M1 between Junction 24 (which serves SEGRO Logistics Park) and Junction 25 which has been upgraded to SMART Motorway status. However, further improvements are required to improve connectivity to these assets. This will require a co-ordinated programme between the Highways Agency, Midlands Connect, the local highways authority and the District Council.

- 5.36 The existing opportunities for multi-modal freight around East Midlands Airport and at the SEGRO Logistics Park are evident. However, the connectivity serving these assets could still further be improved. This will require a co-ordinated programme between the Highways Agency, Midlands Connect, the local highways authority and the District Council.
- 5.37 Other potential connectivity issues include:
- Congestion on Motorway/Trunk routes, notably at key junctions.
 - Whilst the proposed HS2 line delivers limited benefit to the District, there is an opportunity to ensure improved connectivity to the proposed East Midlands Hub Station at Toton.
 - There are no passenger rail services in North West Leicestershire although a freight-only rail line currently connects Leicester with Burton on Trent via Coalville and Ashby.
 - The area is heavily reliant on car borne transport as a means of getting to work. Public transport and other sustainable modes (cycling, walking, car share etc.) could be improved to allow more local residents to connect to job opportunities within and outside the district boundaries.
- 5.38 For many years there have been calls for the re-opening of the former Ivanhoe Line (often referred to as the National Forest Line) operating between Burton on Trent and Leicester encompassing the areas of Moira, Ashby de la Zouch and Coalville. However, the cost of reopening the line has meant that this has not been viewed as a feasible option. However, the introduction of a new rail passenger service remains a long-term ambition. With new housing developments along the route of the line, the proposed viability of reopening the line may be improved.
- 5.39 Developing High Speed Broadband connectivity is also a major priority for the District and we continue to work closely with Leicestershire County Council to ensure investment is made in the digital connectivity, notably in rural areas. Many of our more rural communities are missing out on connectivity to High Speed Broadband and the benefits that this brings.

Town and Local Centres

- 5.40 Investment in our town and local centres is a major component in improving their attractiveness, both for local people wishing to live there and investors committing resources to economic growth. Local “Place Planning” will help to coordinate investment and make the greatest impact. The current “Building Confidence in Coalville” programme has seen large scale investment by the Council and the private sector to bring schemes forward. Projects such as the former Police Station site, for affordable housing, and the proposed regeneration of both Marlborough and Memorial Squares will make a tremendous difference to the town.
- 5.41 In addition, the conversion of the former bus depot into a distinctive character commercial building also enhances the programme. Investment in town centre regeneration in Coalville, with the aim to improve retail and leisure amenities and develop a more distinctive identity, is at the centre of “Building Confidence in Coalville”. Coalville town centre has been designated as a Conservation Area with the aim of regenerating the town through conservation.

- 5.42 The Ashby Project, encompassing the private and public sector, has also invested in the town of Ashby de la Zouch with the regeneration scheme that saw the design and delivery of new car parking provision in the North Street area of the Cultural Quarter.

Visitor Attractions

- 5.43 The business of tourism in the North West Leicestershire area comprises:
- 280 square kilometres (108 sq miles) of attractive English countryside.
 - Two main towns of Ashby de la Zouch with its attractive shopping streets and lanes and Coalville with its heritage sites and green spaces.
 - Being at the Heart of the National Forest has bought large areas of newly planted woodland, including the Queen's Diamond Jubilee Wood, together with ancient woodland and regenerated open spaces such as Sence Valley Forest Park, Saltersford Valley Picnic Area, Cloud Trail and Grace Dieu Woods.
 - The family attraction of Conkers and events such as Timber – International Forest Festival.
 - Bardon Hill being the highest point in Leicestershire offering views of all surrounding counties.
 - A strong social and industrial heritage offer that includes Coalville, mining heritage, Ashby de la Zouch Castle, Grace Dieu Priory, Swannington Incline Plane, Moira Furnace and 1620s Manor House.
 - A good range of restaurants, bars and artisan food producers.
 - Around 75 accommodation providers offering between them over 4,000 bed spaces.
 - Over 100 pubs, restaurants and bars, tea rooms, coffee houses and farm shops.
 - Over 15 unique visitor attractions.
 - An international motorsport circuit Donington Park – home to major motorsport events and festivals including the internationally renowned 'Download' Festival.
 - The international East Midlands Airport.
- 5.44 The Visitor Economy is one that North West Leicestershire District Council, Marketing Leicester and Leicestershire and The National Forest Company wishes to develop further. There is clear potential for the Council to link with these wider efforts to support and develop initiatives in order to extend the length of time spent in the area and increase visitor expenditure.
- 5.45 Development of initiatives and opportunities are supported by the following strategies and plans:
- North West Leicestershire Blueprint for Tourism 2018-2021
 - North West Leicestershire Tourism Strategy 2019-2021
 - The National Forest Tourism Growth Plan
 - The draft Tourism Growth Plan for Leicester & Leicestershire

Key Objectives – Place.

- **Explore opportunities to provide better public transport connections linking communities to major employment areas, including cycle ways, bus networks, rail links and the Leicestershire International Gateway.**
- **Facilitate the development of East Midlands Airport and the wider Leicestershire International Gateway.**
- **Support the development of the SEGRO Logistics Park and the Strategic Rail Freight Interchange.**
- **Enable continued investment in the A42 Expressway, the A511 corridor and other major road networks serving North West Leicestershire.**
- **Lobbying to protect the District's interests and maximise the economic benefits in relation to HS2.**
- **Develop the work of the Coalville and Ashby Projects to maximise private and public investment into our market towns.**
- **Continue to support and develop our smaller local centres to be vibrant hubs for their communities, businesses and visitors.**
- **Support proposals for increased investment within the National Forest to develop the tourism offer and support the rural economy.**
- **Encourage activity and investment that supports and enhances the tourism offer of North West Leicestershire.**
- **Ensure there are sufficient employment sites and premises in the district and help to identify gaps in provision by working with developers and partners, particularly for incubation and follow on space.**
- **Work with developers, agents and partners such as the LLEP and the Invest in Leicester team to attract new businesses into the District and assist with indigenous expansions.**
- **To support the continued roll out of Superfast Leicestershire to improve digital connectivity of homes and businesses across the District.**
- **The continuing delivery of the South East Coalville and Money Hill developments and ensure that the new housing developments relate to their town centres and local services.**
- **Support Leicestershire County Council and Midlands Connect to deliver their investment strategies for continued improvements to the highway and transport infrastructure that serves the district.**
- **To work with a range of partners to maximise the delivery of affordable housing within North West Leicestershire to ensure that residents have access to good quality affordable homes.**

Business

- 6.1 North West Leicestershire is home to some major national and multi-national businesses including Barratt Developments (construction); DHL (logistics); Norton (motorcycles); Plastic Omnium (Manufacturing); Pall-Ex (logistics); Amazon (On-line retailer and warehouse); PWC (Accountants); East Midlands Airport (transportation) and Ibstock Brick (Building Materials).
- 6.2 In the 2018 Leicester Mercury Top 200 Businesses Survey, 52 of the largest companies by turnover in Leicester, Leicestershire & Rutland, were based in the District⁹. This is another indicator as to how businesses are attracted to North West Leicestershire as a location in which to do business (see Appendix A for the full list). In addition to the larger businesses, North West Leicestershire has a number of dynamic growing small and micro businesses.
- 6.3 The number of business enterprises¹⁰ in 2018 in the District stands at 4,250 – 715 higher than in 2010, which shows a rise of 20.2%. This compares with a 25.0% rise in Leicestershire; 24.7% in the East Midlands and 27.8% nationally. This shows that the District is under performing in the growth of its business stock.
- 6.4 The major sectors in terms of the numbers of businesses in 2018 saw Professional, Scientific and Technical being the lead sector with 17% of the total business enterprise stock, followed by Construction (12%) and Business Administration and Defence (8%) Presented in Table 2. The sector breakdown is similar to that in GB as a whole although there are slightly higher proportions of enterprises in Production; Transport and Storage; Motor Trades; Wholesale; Finance & Insurance; Public Administration & Defence and Education. The following sectors are slightly under represented: Agriculture; Forestry & Fishing; Construction; Retail; Accommodation & Food Services; Information & Communication; Property; Professional, Scientific and Technical; Business Administration & Support Services; Health and Arts, Entertainment, Recreation & other Services.

⁹ Leicester Mercury 2017 Top 200 Companies Survey based upon turned and site of business Registered Office

¹⁰ An enterprise is the smallest combination of legal units (generally based on VAT and/or PAYE records) which has a certain degree of autonomy within an Enterprise Group

Table 2. - Business Enterprises by Sector 2018

| | NWL (Number) | NWL (% of Total) | Leics (% of Total) | EM (% of Total) | GB (% of Total) |
|---|-----------------|------------------------|--------------------------|-----------------------|-----------------------|
| Agriculture, Forestry & Fishing | 205 | 4.8 | 6.1 | 6.2 | 5.0 |
| Production | 335 | 7.9 | 7.9 | 7.3 | 5.6 |
| Construction | 515 | 12.1 | 12.4 | 12.8 | 12.4 |
| Motor Trades | 180 | 4.2 | 5.4 | 3.7 | 2.8 |
| Wholesale | 215 | 5.1 | 4.7 | 4.3 | 3.8 |
| Retail | 265 | 6.2 | 6.7 | 7.5 | 7.6 |
| Transport & Storage | 270 | 6.4 | 4.7 | 6.2 | 4.1 |
| Accommodation & Food Services | 220 | 5.2 | 4.8 | 5.6 | 5.7 |
| Information & Communication | 240 | 5.7 | 5.6 | 5.5 | 8.4 |
| Finance & Insurance | 115 | 2.7 | 4.3 | 2.6 | 2.2 |
| Property | 150 | 3.5 | 4.0 | 3.4 | 3.6 |
| Professional, Scientific & Technical | 715 | 16.8 | 15.8 | 14.4 | 17.8 |
| Business Administration & Support Services | 335 | 7.9 | 7.8 | 8.0 | 8.5 |
| Public Administration & Defence | 25 | 0.6 | 0.5 | 0.5 | 0.3 |
| Education | 95 | 2.2 | 2.0 | 1.8 | 1.7 |
| Health | 120 | 2.8 | 3.7 | 4.1 | 4.1 |
| Arts, Entertainment, Recreation & Other Services | 250 | 5.9 | 5.8 | 6.0 | 6.4 |
| Total | 4,250 | 100 | 100 | 100 | 100 |

Source: Inter Departmental Business Register ONS 2018

- 6.5 Sectors which have seen the highest growth have been Public Administration and Defence (150% higher – though from a low base); Financial & Insurance (up 77%) and Mining, Quarrying and Utilities (up 67% - but again from a small base). Only 2 sectors experienced a decline in the number of enterprises – namely Wholesale (-10.4%) and Retail (-3.6%). Table 3 shows a more detailed breakdown.

Table 3 - Business Enterprises by Sector 2018

| | NWL 2010 | NWL (% of Total) | NWL 2018 | NWL (% of Total) | % change 2010- 2018 |
|---|-------------|------------------------|-------------|------------------------|------------------------------|
| Agriculture, Forestry & Fishing | 185 | 5.2 | 205 | 4.8 | 10.8 |
| Mining & Quarrying | 15 | 0.4 | 25 | 0.6 | 66.7 |
| Manufacturing | 260 | 7.4 | 310 | 7.3 | 19.2 |
| Construction | 460 | 13.0 | 515 | 12.1 | 12.0 |
| Motor Trades | 160 | 4.5 | 180 | 4.2 | 12.5 |
| Wholesale | 240 | 6.8 | 215 | 5.1 | -10.4 |
| Retail | 275 | 7.8 | 265 | 6.2 | -3.6 |
| Transport & Storage | 225 | 6.4 | 270 | 6.4 | 20.0 |
| Accommodation & Food Services | 205 | 5.8 | 220 | 5.2 | 7.3 |
| Information & Communication | 185 | 5.2 | 240 | 5.7 | 29.7 |
| Finance & Insurance | 65 | 1.8 | 115 | 2.7 | 76.9 |
| Property | 100 | 2.8 | 150 | 3.5 | 50.0 |
| Professional, Scientific & Technical | 495 | 14.0 | 715 | 16.8 | 44.4 |
| Business Administration & Support Services | 230 | 6.5 | 335 | 7.9 | 45.7 |
| Public Administration & Defence | 10 | 0.3 | 25 | 0.6 | 150.0 |
| Education | 70 | 2.0 | 95 | 2.2 | 35.7 |
| Health | 100 | 2.8 | 120 | 2.8 | 20.0 |
| Arts, Entertainment, Recreation & Other Services | 245 | 6.9 | 250 | 5.9 | 2.0 |
| Total | 3,535 | 100 | 4,250 | 100 | 20.2 |

Source: Inter Departmental Business Register ONS 2018

- 6.6 In terms of the size of business enterprises, 3,675 businesses are classified as Micro (0 – 9 employees) representing 86.5% - this is lower than for the County; Region and GB as a whole – but with regard to large enterprises (250 employees plus), the District has a higher percentage of enterprises (0.7%) – 30 enterprises in total. See Table 4.

Table 4 - Business Enterprises by Size (Proportion of Total Stock) 2018

| Enterprises | North West Leics | Leicestershire | East Midlands | Great Britain |
|-------------------|------------------|----------------|---------------|---------------|
| Micro (0-9) | 86.5 | 89.1 | 88.9 | 89.3 |
| Small (10 -49) | 10.1 | 8.9 | 9.1 | 8.7 |
| Medium (50 – 249) | 2.7 | 1.6 | 1.6 | 1.6 |
| Large (250+) | 0.7 | 0.4 | 0.4 | 0.4 |
| Total | 100.0 | 100.0 | 100.0 | 100.0 |

Source: Inter Departmental Business Register ONS 2018

- 6.7 From Table 5 below it can be seen that, although the district has experienced healthy growth in the number of new enterprises between 2010 and 2017 rising by 34.3%, the past year has seen a severe fall of 13.5%. Similar falls have been seen at the County, region and National levels – perhaps indicating the uncertainty in the economy over EU Exit and other economic conditions. Potentially the County statistics are distorted by Charnwood being home to company registration services which may have enhanced the 2016 numbers significantly and the subsequent decline.

Table 5 - Count of Births of New Enterprises 2010, 2015, 2016 & 2017

| | 2010 | 2015 | 2016 | 2017 | % Change 2010-17 | % Change 2016-17 |
|------------------|---------|---------|---------|---------|---------------------|---------------------|
| NWL | 335 | 485 | 520 | 450 | 34.3 | -13.5 |
| Leicestershire | 2,300 | 3,380 | 4,385 | 3,165 | 37.6 | -27.8 |
| East Midlands | 14,325 | 25,345 | 24,630 | 22,565 | 57.5 | -8.4 |
| Great Britain | 230,555 | 377,635 | 408,420 | 375,030 | 62.7 | -8.2 |

Source: ONS Business Demography 2018

- 6.8 Business Start Up rates within the District have accelerated after coming out of the recession and have continued to increase year on year, with the exception of 2014. However, in 2017 the number of births had fallen to stand at 45 per 10,000 population, this is a similar pattern to the County; Region and National average. Despite the rise following the recession the District is still significantly lower than the GB average. See Table 6.

Table 6 - Number of New Births of Business Enterprises per 10,000 population

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|------------------------------|------|------|------|------|------|------|
| North West Leicestershire | 45 | 51 | 46 | 50 | 53 | 45 |
| Leicestershire | 41 | 49 | 49 | 50 | 64 | 46 |
| East Midlands | 36 | 48 | 48 | 54 | 52 | 47 |
| GB | 43 | 55 | 55 | 60 | 64 | 58 |

Source: ONS Business Demography 2017 & Population Data 2017

- 6.9 Business Start Up rates have exceeded failure rates since 2011, indicating growth in the business base. By contrast, Leicestershire start up and failure rates are still in relative equilibrium with only limited growth in business stock.

- 6.10 The number of Deaths of Businesses per 10,000 population in NWL has kept below the Births figure which is a positive sign although in 2017, along with a slow down in new enterprises, there has been an increase in Business Deaths as presented in Table 7.

Table 7 - Number of Deaths of Business Enterprises per 10,000 population

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---------------------------|------|------|------|------|------|------|
| North West Leicestershire | 43 | 37 | 42 | 42 | 40 | 44 |
| Leicestershire | 41 | 36 | 37 | 41 | 40 | 56 |
| East Midlands | 35 | 33 | 34 | 39 | 38 | 48 |
| GB | 40 | 37 | 39 | 44 | 44 | 55 |

Source: ONS Business Demography 2017 & Population Data 2017

- 6.11 The table below shows the total number of enterprises per 10,000 population with North West Leicestershire performing well compared with the East Midlands and GB but slightly below the County figure.

Table 8 - Number of Total Enterprises per 10,000 population

| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|---------------------------|------|------|------|------|------|------|------|------|------|
| North West Leicestershire | 379 | 370 | 384 | 384 | 395 | 413 | 418 | 420 | 425 |
| Leicestershire | 367 | 362 | 372 | 370 | 383 | 409 | 419 | 441 | 430 |
| East Midlands | 318 | 311 | 316 | 316 | 327 | 352 | 366 | 372 | 375 |
| GB | 333 | 327 | 336 | 337 | 350 | 377 | 390 | 405 | 405 |

Source: ONS Business Demography 2018 & Population Data 2017

- 6.12 The strength of the North West Leicestershire economy is illustrated in the latest Gross Value Added Statistics (GVA). GVA measures the value of goods and services produced in an area, industry or sector of an economy.

Table 9 - Gross Value Added

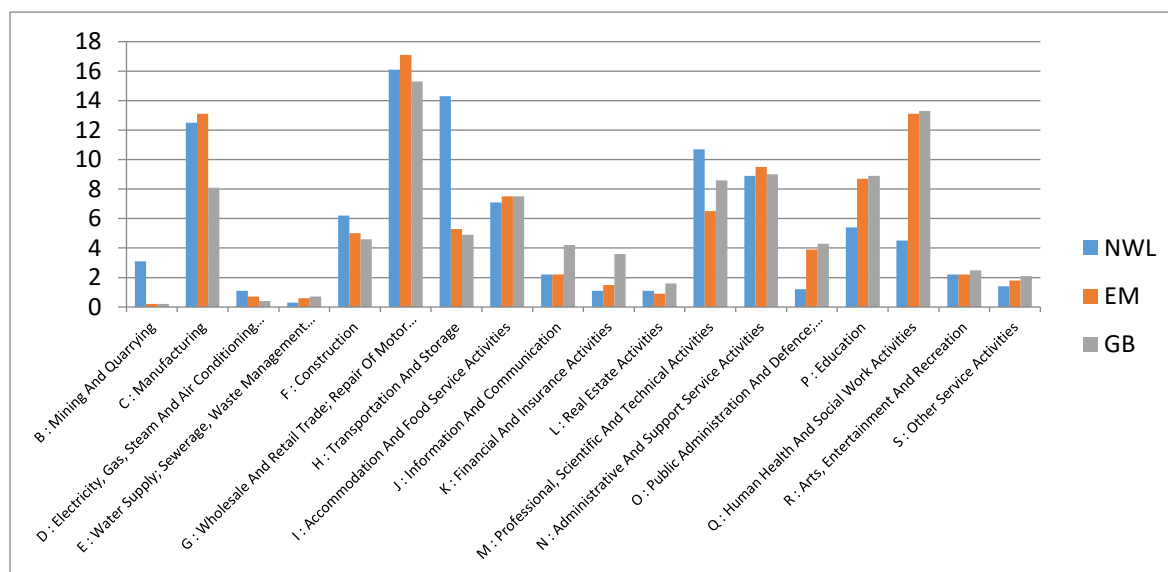
| | 2005 | 2014 | 2015 | % growth 2005 -15 | % growth 2014 - 15 |
|----------------|-----------|-------------|-------------|-------------------|--------------------|
| NWL | £1,983m | £2,773m | £2,937m | 48.1% | 5.9% |
| Leicestershire | £11,306m | £15,189m | £15,381m | 36.0% | 1.3% |
| East Midlands | £73,703m | £96,145m | £97,887m | 32.8% | 1.8% |
| Great Britain | £832,176m | £1,604,160m | £1,650,623m | 35.5% | 2.9% |

Source: ONS 2017

- 6.13 Total GVA grew to £2,937million in 2015, growing by nearly 6% on the previous year. This placed the District in the Top 30 performing Local Authority areas out of a total of 390 in the UK. North West Leicestershire was placed at joint 26th. The District significantly out-performed the County; Region and National performances.

- 6.14 Over a longer time frame, between 2005 and 2015, total GVA grew by nearly 50% (48.1%) in North West Leicestershire, placing the District in the top 40 of the 390 UK Local Authorities.
- 6.15 In terms of sectors which performed well between 2014 and 2015, the construction sector saw growth of 27% and accounted for 10.5% of the total GVA. The next best performing sectors were Other Services & household activities (13%); Information & Communication (12%); Business Service Activities (11%) and Production (other than Manufacturing) (9%).
- 6.16 In terms of GVA per head of population, the District secured a figure of £30,204 in 2015 – growing by 4.4% on the previous year – this is the 40th fastest growth rate of the 390 authorities and the third highest in the East Midlands (only Bolsover and Rutland were higher).
- 6.17 As regards the value of £30,204 per head – this was the highest figure of all East Midlands authorities and the 60th highest in the country. (41 of the 59 above North West Leicestershire are located in London; South East and East of England). In 2014 it was positioned at 62nd and in 2005 was 87th.
- 6.18 North West Leicestershire has a well-balanced diverse economy with a much lower reliance on the Public Sector, (such as Health and Public Administration) than in the Region and Nationally. Chart 2 below compares the employment structure (workplace based) of the District against that of the East Midlands and Great Britain.
- 6.19 The chart shows a well-balanced economy. The sectors where North West Leicestershire has a much higher proportion of workers is in Transport and Storage – unsurprising with East Midlands Airport residing in the District and the home to major logistics companies such as DHL; UPS and TNT. This sector accounts for 15% of all employment compared to 5.3% in the East Midlands and 4.9% in GB.
- 6.20 Professional, Scientific and Technical Activities is also a major employment sector with 10.7% of total employee jobs compared to East Midlands (6.5%) and Great Britain (8.6%). There are a number of large companies who have consolidated their regional city offices, such as PWC and HSBC, which are now based at Pegasus Business Park, Castle Donington. The largest employment sector is Wholesale and Retail Trade with Repair of Motor Vehicles and Motor Cycles – similar to the Region and Nationally.

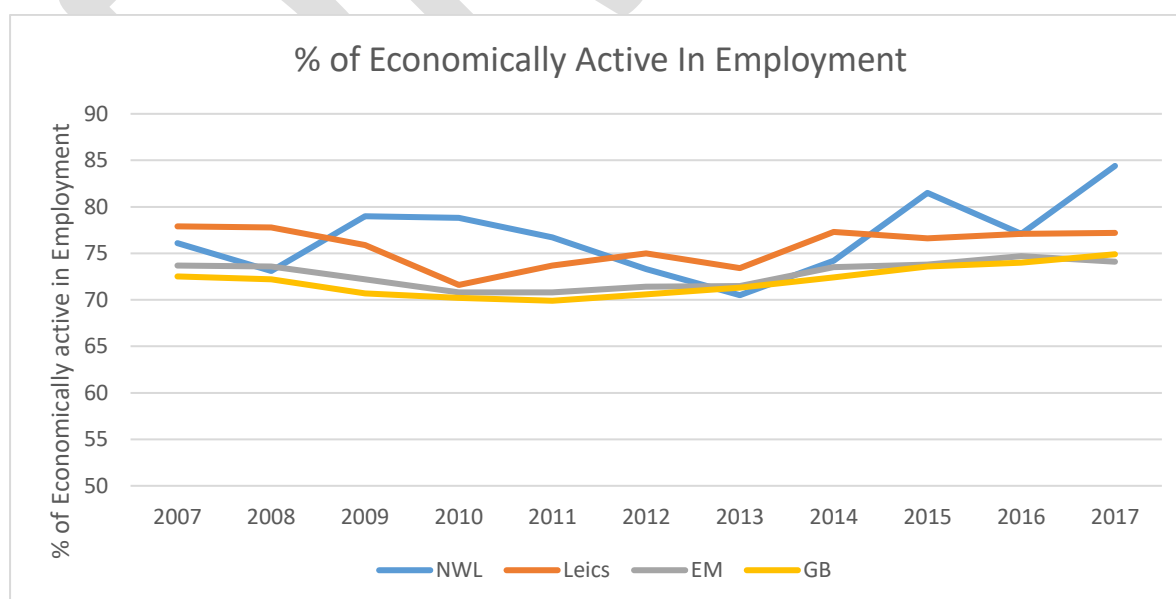
Chart 2 - Comparisons of Industrial Structure (2016)



Source: BRES (2017) Broad Industry Group Classification

6.21 At the end of 2017 there were over 2,000 more jobs in North West Leicestershire than the lowest period in 2013, to now stand at 52,200. The Employment rate of 83.6% of those who are Economically Active compares extremely well with Leicestershire (77.5%); the East Midlands (74.7%) and Great Britain (75.0%) as presented in Chart 3.

Chart 3 - Percentage of Economically Active in Employment



Source: ONS Annual Population Survey 2018

Key Growth Sectors

- 6.22 Based on the analysis of BRES data and a range of other sources considered in the development of the Economic Growth Plan, there are five key sectors that will be prioritised for growth within the District. These sectors are:
- Business and Professional Services (linked to town centre regeneration)
 - Construction
 - Creative/Cultural/Tourism Sector
 - Manufacturing
 - Logistics and Distribution
- 6.23 In 2018 Grant Thornton has produced their Vibrant Economy Index 2016 which measures the economic well-being of an area. The District ranked 98th out of the 324 GB authorities, but performed extremely well in terms of Prosperity, ranking it 40th in the Country (the majority of the other authorities are located in the South East and East Anglia). The Index contained indicators relating to Total GVA (Gross Value Added); GVA per job; Mean workplace weekly pay; Knowledge driven employment; Businesses turning over more than a million; Businesses turning over £100m and the percentage of foreign owned businesses.
- 6.24 Another sign of the strong North West Leicestershire economy is that it is the home of 52 of the Leicester Mercury Top 200 (2017) Leicester & Leicestershire Businesses. These cross many sectors and show amazing growth in recent years, providing employment and contributing to the GVA of the area. Some of these were long standing companies such as Ibstock Brick and Aggregate Industries, whereas some are newer arrivals such as Moran Logistics.

Key Objectives – Business.

- **Encourage entrepreneurial activity by delivering programmes of support including start your own business workshops.**
- **Help to deliver specific support to assist more women to start a business or to consider self-employment.**
- **Provide young people access to business advice and support that enables them to explore entrepreneurial opportunities.**
- **Continue to deliver the Council’s Enterprising Grants schemes to assist business growth, to increase productivity and boost local employment.**
- **In association with Partners, continue to provide local businesses with advice and support. Particular focus should also be placed on those businesses in our towns and local centres and those in key sectors.**
- **Provide information to businesses in North West Leicestershire about the Leicester and Leicestershire Business Gateway and aim to achieve a higher enquiry take-up.**
- **Ensure there is sufficient provision of workspace and support for new enterprise and for business start-ups.**
- **Facilitate programmes that assist businesses in staff recruitment and upskilling. For example, hosting jobs and skills fairs with particular emphasis on those furthest from the labour market and to promote a more open recruitment policy.**
- **Ensure there is a “Soft Landing” package for potential investors to make informed decisions about locating to North West Leicestershire.**
- **Assist North West Leicestershire businesses affected by the proposed route of HS2 to relocate and look to ensure that local businesses are aware of HS2 supply chain opportunities.**
- **Encourage local businesses to get the most from their apprenticeship levy to create new apprenticeship opportunities and upskill their existing workforce.**
- **Provide specialist advice such as environmental health, planning, building control and licensing to local businesses to ensure that they are regulatory compliant.**

7 Resources and Implementation

- 7.1 At the current time, with great uncertainty regarding Brexit and the future national funding arrangements, it is extremely difficult to ascertain where future funding will come from for both Infrastructure projects and Skills related activity. Possible sources could be through the Local Industrial Strategy (LIS) initiatives or the National Industrial Strategy (IS); Midlands Engine or through revenue generated through Business Rates (National Non Domestic Rates). We will continue to monitor any new sources of funding as appropriate.
- 7.2 Partnerships will be critical to the success of the Local Growth Plan, notably with Leicestershire County Council and Leicester and Leicestershire Enterprise Partnership. North West Leicestershire has a key role to play in designing interventions that will have the maximum impact on the District. There will also be opportunities to collaborate formally and informally with other Districts (within Leicestershire and outside) and across other counties and LEP areas, for example the Derby and Nottingham LEP – particularly with regard to the East Midlands Enterprise Gateway. Working with the National Forest and its partners is another key relationship to develop much of this Plan, as the Forest economy emerges from the trees.

8 Delivery

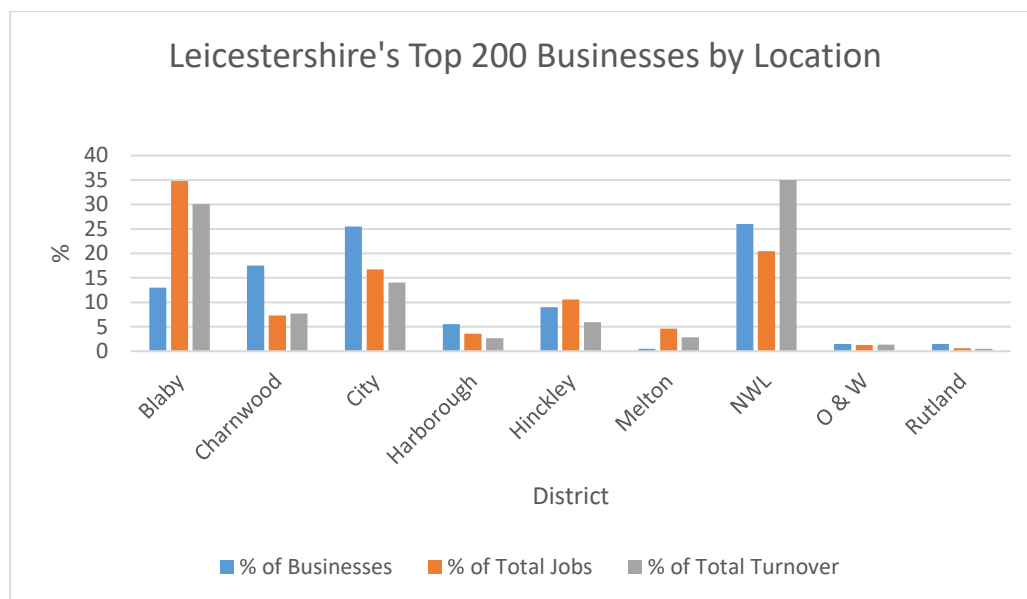
- 8.1 The North West Leicestershire Economic Growth Plan has been developed against the backdrop of emerging Local Industrial Strategy (LIS). While the exact details of LIS are still being shaped, the LIS can be expected to play a significant role in shaping the strategic direction of Leicester and Leicestershire and also the distribution of emerging government funding.
- 8.2 The success of the Growth Plan will be monitored by the extent to which the objectives set out in the document are achieved, but also by considering the outcomes they bring.
- 8.3 Strong local governance is required. The North West Leicestershire Economic Growth Plan 19-21 will be underpinned by action plans that will be implemented by the Council's Business Focus Team and our Business Corporate Action Team (CAT). The CAT brings together expertise from various disciplines across the council to deliver the Council's key business facing services.
- 8.4 Progress on the delivery of the strategy will be overseen by Business Focus Team, the CAT and reported to the Portfolio Holder for Business and through the Council's reporting framework.
- 8.5 We are keen to develop interventions that are evidence based, well thought out and measurable. We would look for projects to have a clear process for identifying any added value and demonstrate a clear understanding of any positive and negative economic impact on the District – and where there may be negative economic impacts how these could be mitigated.
- 8.6 The successful implementation of this plan will be enabled through strong partnerships with the Council and require input from local businesses, the National Forest, Leicestershire County Council, the Leicester and Leicestershire Enterprise Partnership, Stephenson College, Job Centre Plus, neighbouring authorities and other regional bodies.

Appendices

Appendix A

2018 Leicestershire's Top 200 Businesses – Great Performance by NWL Businesses

- In June 2018 the Top 200 Leicestershire businesses were published by the Leicester Mercury through work undertaken by De Montfort University and the Leicester Mercury. These are businesses whose registered offices are within the City or County, based on the highest turnover.
- 52 of the Top 200 are based in North West Leicestershire, indicating that the District is one of the most dynamic places to do business. This represents 26% of the total number of the Top 200. A number of long-established companies such as Aggregate Industries; Ibstock Brick; EMH Group; Plastic Omnium Automotive; Ashfield Healthcare; Harlow Brothers; Motors (Coalville) and Pall-ex are featured on the list but Moran Logistics; Forest Holidays; PKF Cooper Parry Group and Interlewin Holdings have all recently chosen to set up or expand their business here.
- Of the Top 200, sectors which have come forward in particular are Property development; Motor Trade; construction and manufacturing, seeing increased turnover.
- The top NWL companies have a combined turnover of £12.2 billion (up from 2017's £10.7billion) and have a combined workforce of over 37,800 (around an additional 2,000 jobs). Not all of these jobs will be based in North West Leicestershire but it still indicates the importance of these companies nationally.
- Nearly 35% of Leicestershire & Rutland's Top 200 business turnover is produced by NWL businesses.
- Five businesses have made the Top 200 for the first time namely: Aceso Healthcare Group Holdings; Lafarge Caudon Ltd; Wilson Vale Catering; J A Ball (Construction); & Interlewin Holdings.
- 21 of the 52 are placed higher than in 2017; 4 remain in the same position; 5 new entrants, 2 returners and 20 fell to lower positions. Two have dropped out of the ranking – GO Plant (acquired by a non-Leicestershire business) and A M Norris (Plumbers).



Top North West Leicestershire Businesses - listed by Turnover

| 2018 Ranking | 2017 Ranking | Name | Staff | Turnover | Sector | Location |
|--------------|--------------|---|-------|----------------|--|---------------------|
| 2 | 1 | Barratt Developments | 6,214 | £4,650,200,000 | Construction | Coalville |
| 4 | 5 | Bloor Holdings/Triumph Motorcycles | 3,230 | £1,442,492,000 | Construction and motorcycle manufacturer | Measham |
| 5 | 6 | Aggregate Industries | 3,358 | £1,179,198,000 | Quarrying | Bardon |
| 9 | 9 | Breedon Group | 2,181 | £652,400,000 | Quarrying | Breedon-On-The-Hill |
| 11 | 12 | Ibstock Brick | 2,683 | £434,687,000 | Brick Manufacturer | Ibstock |
| 13 | 13 | Ceva Logistics | 3,953 | £394,488,000 | Warehousing and distribution | Ashby |
| 14 | 16 | Graham Bell (Holdings) Ltd - Available Car | 717 | £340,837,000 | Motor Sales | Castle Donington |
| 16 | 22 | Plastic Omnium Automotive | 738 | £330,151,000 | Plastic manufacturer | Measham |
| 22 | 19 | Refresco Drinks Ltd (previously Cott Beverages) | 938 | £241,364,000 | Soft drinks | Kegworth |
| 29 | 29 | Logson Group | 950 | £200,000,000 | Holding company for packaging businesses | Coalville |
| 32 | 33 | Airline Investments (BMI Regional)) | 987 | £182,080,000 | Airline | Castle Donington |
| 35 | N | Aceso Healthcare Group Holdings (formally NRS Healthcare) | 863 | £160,762,000 | Healthcare services and products | Coalville |

| | | | | | | |
|-----|-----|---|-------|--------------|---|------------------|
| 40 | 39 | MWUK | 678 | £144,285,000 | Clothing manufacturer | Castle Donington |
| 42 | 38 | Ceva Freight | 307 | £140,677,000 | Air & sea freight | Ashby |
| 49 | 46 | Davidsons Developments | 158 | £114,468,000 | Housing developer | Ashby |
| 53 | 51 | EMH Group (East Midlands Housing Group) | 1,069 | £101,200,000 | Housing | Coalville |
| 61 | N | Lafarge Caudon Ltd | 650 | £81,242,000 | Cement Supplier | Bardon |
| 63 | 69 | Pall-Ex Group (HLD Holdings) | 328 | £73,571,000 | Haulage & logistics | Ellistown |
| 64 | 68 | Ashfield Healthcare | 1,087 | £72,145,000 | Commercial & medical staff services | Ashby |
| 68 | 70 | Plastrubition | 72 | £70,055,000 | Plastic materials | Ashby |
| 70 | 86 | Harlow Bros Holdings | 418 | £66,779,000 | Timber Merchants | Long Whatton |
| 73 | 78 | HAE Global Limited | 190 | £60,411,000 | Freight air transport | Castle Donington |
| 74 | 64 | Kent Pharmaceuticals | 68 | £59,822,000 | Pharmaceutical supplier | Measham |
| 78 | 83 | Konecranes Demag UK | 459 | £58,908,000 | Crane Supplier | Castle Donington |
| 80 | 87 | Wade Group | 636 | £57,191,000 | Furniture Manufacturer | Ravenstone |
| 82 | 103 | Paul John Construction (Leicester) | 72 | £55,504,000 | Building engineers | Coalville |
| 84 | 88 | Hormann (UK) | 136 | £55,090,000 | Domestic and industrial doors supplier | Coalville |
| 87 | 80 | East Midlands International Airport | 542 | £52,665,000 | Air transportation | Castle Donington |
| 89 | 104 | Beumer Group UK | 99 | £52,080,000 | Materials handling, service and maintenance | Coalville |
| 101 | 96 | Moran Logistics | 295 | £48,490,000 | Logistics and storage | Castle Donington |
| 103 | 106 | Roca Ltd | 92 | £47,038,000 | Bathroom fixtures and accessories | Coalville |
| 119 | 108 | Fannin (UK) | 72 | £40,869,000 | Laboratory equipment | Measham |
| 126 | 126 | Forest Holidays Group | 635 | £36,520,000 | Holiday organiser | Moir |
| 131 | N | Cellar Trends Holdings | 75 | £35,188,000 | Branded alcoholic drinks supplier | Ashby |
| 132 | 122 | Homag UK | 68 | £34,554,000 | Woodworking Machinery | Castle Donington |
| 138 | 195 | PKF Cooper Parry Group Ltd | 396 | £32,026,000 | Accounting, auditing & financial services | Castle Donington |
| 145 | N | Caetano UK | 15 | £30,871,000 | Coach Distributor | Coalville |

| | | | | | | |
|-----|-----|--|-----|-------------|------------------------------------|------------------|
| 147 | 137 | TDP Textiles | 143 | £30,368,000 | Apparel Supplier | Moirs |
| 148 | N | Wilson Vale Catering | 726 | £30,366,000 | Catering | Ashby |
| 149 | 136 | HBB Relocation Services | 10 | £30,347,000 | Real Estate | Kegworth |
| 159 | 177 | Motors (Coalville) | 36 | £27,866,000 | Ford Dealership | Coalville |
| 160 | 167 | Crusher Manganese Steels (CMS Ceper Ltd) | 75 | £27,830,000 | Crushing equipment supplier | Coalville |
| 161 | 155 | Vitax (Synchemicals) | 210 | £25,577,000 | Horticultural Chemical Supplies | Coalville |
| 163 | 150 | Charterhouse Holdings PLC | 91 | £27,165,000 | Clothing and footwear wholesaler | Castle Donington |
| 164 | 187 | CET Group Holdings | 302 | £27,148,000 | Infrastructure Support | Castle Donington |
| 168 | 152 | AB Produce | 132 | £26,257,000 | Wholesaler of fruit and vegetables | Measham |
| 169 | N | J A Ball | 30 | £25,990,000 | Construction | Coalville |
| 178 | 158 | Matsuura Machinery | 68 | £24,266,000 | Machine tools supplier | Coalville |
| 180 | 178 | Winbro Group UK | 175 | £24,050,000 | Gas Turbine supplies | Coalville |
| 184 | 179 | HK Wentworth | 215 | £23,591,000 | Chemical manufacturer | Ashby |
| 188 | 154 | Hill-Rom | 170 | £23,102,000 | Medical support systems | Ashby |
| 194 | N | Interlewin Holdings | 41 | £21,902,000 | Refrigeration Units | Castle Donington |

N – new entry

Source: Leicester Mercury June 2017 produced by De Montfort University

Appendix B

The North West Leicestershire District Council Economic Growth Plan is informed by the following national/regional and local strategies and legislation:

The Local Government Act (2000) recognised the leadership role of local authorities in promoting the economic, social and environmental wellbeing of their areas by undertaking a wide range of activities to improve the quality of life of local residents and businesses and those who commute or visit the area.

The National Planning Policy Framework (NPPF):- provides a planning framework relating to how planning policies are applied with a presumption in favour of achieving sustainable development, taking account of economic, social and environmental dimensions. The framework shifts emphasis towards positively seeking opportunities for development unless any adverse impacts of doing so would significantly and demonstrably outweigh the benefits.

The Industrial Strategy: - sets out a long term plan to boost the productivity and earning power of people throughout the UK. It sets out how Government plans to build a Britain fit for the future – How Government will help businesses create better, higher-paying jobs in every part of the UK with investment in the skills, industries and infrastructure of the future. The white paper sets out 5 foundations aligned to its vision for a transformed economy: - ideas: the world's most innovative economy - people: good jobs and greater earning power for all - infrastructure: a major upgrade to the UK's infrastructure - business environment: the best place to start and grow a business - places: prosperous communities across the UK

The Local Industrial Strategy (LIS):- The LLEP prepared a Prospectus that outlines the priorities to grow the Leicester and Leicestershire economy and deliver the ambitions of the Industrial Strategy and the Midlands Engine Vision for Growth. The prospectus was used to inform Government of Leicester and Leicestershire's strengths and aspirations, which resulted in the LLEP being included in the second wave of Local Enterprise Partnerships invited to develop their local plans to be completed in 2019.

The **Midlands Engine for Growth** is a strategic plan to drive growth in the Midlands as part of the Government's devolution proposals with an emphasis on boosting productivity and supporting growth in manufacturing as well as inward investment, skills development and improving transport connectivity through the Midlands Connect project.

The **Leicester and Leicestershire Enterprise Partnership (LLEP)** The Leicester and Leicestershire Enterprise Partnership formed in May 2011 is a partnership of private, public and third sector organisations that drives economic regeneration and development across the sub region.

The Strategic Economic Plan (SEP) produced by LLEP is the overarching growth strategy that sets out bringing together European funding (ESIF), City Deal and the Growth Deal to build on our competitive advantages and tackle major risks in the economy from 2014 to 2020. The SEP will be replaced by the emerging LIS.

Leicestershire County Council's Prospectus for Growth (September 2017) sets out the major national, regional and local transport infrastructure projects and their link to economic growth. This includes:

- The A42 – an aspiration to upgrade the A42 to motorway standard, improving east-west connectivity.

- Castle Donington relief road;
- Coalville Transport Strategy

European Structural and Investment Fund 2014-2020 (ESIF): -ESIF consist of European Regional Development Fund (ERDF), European Social Fund (ESF), and part of the European Agricultural Fund for Rural Development (EAFRD). The LLEP's ESIF allocation is £111million for the programme period. The priorities in the ESIF have been aligned with the strategic priorities of the SEP. Key areas of alignment when preparing the ESIF include: - Driving economic growth to support economic recovery and help reduce the north-south divide in terms of economic performance; - A focus on private sector job creation and associated GVA uplift; - Promoting higher level skills, including through vocational routes; and - Reducing benefit dependency by supporting people into employment.

The core emphasis of EU Structural Funds will link the supply of economic assets within the economy to current and future opportunities and demand. This will be achieved through a range of interventions including: - Stimulating SME growth through business support - Access to finance - Incubation and innovation - Investing in initiatives to support the businesses base to further adapt to a low carbon operating environment - Supporting local people to access employment opportunities through skills development and programmes.

Leicestershire and Leicester Strategic Growth Plan: - The sub regional Strategic Growth Plan (SGP) is being prepared by the nine local authorities in the region and the LLEP. It is a long term non statutory plan which seeks to address the challenges and opportunities that arise throughout the area for the period to 2050. The Strategic Growth Statement, published in August 2016, stated that the ten partner organisations had agreed that the Strategic Growth Plan would:

- Be clear about the opportunities and challenges that are to be faced
- Provide an agreed scale and direction for future growth, reflecting the evidence available and the will of the partners
- Create a single consistent strategic framework for Local Plans, economic investment plans, transport and other infrastructure plans
- Ensure that Leicester & Leicestershire is positively positioned to take advantage of private sector inward investment opportunities and national programmes for investment
- Provide the right conditions for the growth of indigenous businesses, and, at the same time, protect the area's natural resources, environment and historic assets.

National Forest Tourism Growth Plan (2017): - this sets out an ambitious 10-year strategic plan on how to realise the potential of the Forest as a visitor destination and how tourism will contribute to transforming lives, the landscape and the economy.

Local Plan 2017 and the Local Plan Review: - A key objective of the Local Plan is to seek to promote sustainable economic growth across the District. It seeks to achieve this through facilitating the growth of existing businesses, fostering new local enterprise, contribute to reducing the need for out commuting and help to increase the sustainability and self-containment of communities to enable the development of a vibrant, diverse and sustainable business community.

The Local Plan includes policies and identifies sites to enable sustainable growth in key sectors and priorities identified through the Economic Development Strategy namely broadband infrastructure, provision of employment land, Tourism, Leisure and other Town Centre uses.

North West Leicestershire Tourism Strategy 2019-21 November 2018 – this sets out the strategy to improve the business of tourism in the North West Leicestershire area.

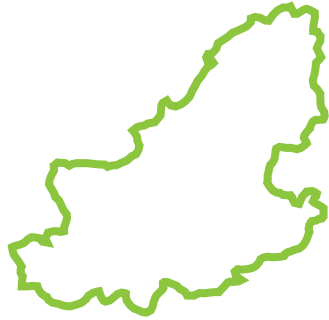
LLEP's Energy Infrastructure Strategy November 2018

LLEP's Skills for the Future 2018-2030 – This report looks at the sectors which will see an increase or decrease in demand for staff for the LLEP area.

DRAFT

North West Leicestershire Open for business

Place



Great
broadband
coverage
96.3%

Excellent supply
of **high quality**
commercial
space at
competitive
prices

One of the **highest**
performing
areas in terms of
prosperity
in the UK

East Midlands
Airport
largest pure
freight
airport
in the UK



8.7 million
trees planted in the
National Forest



M1 / A42 (M) / A50
run through the district

Forest cover now at
20%
up from 6% 25 years ago

People



83%
economically
active – higher
than national
average



Home to over
100,000
people



Universities within
30 minute drive

Over
43%
of residents
have an **NVQ4**
and **above**

Times 2018 Further
Education awards
winner Stephenson
College



highest jobs
density in the
East Midlands

Over **80%**
of residents have an
NVQ2 and **above**

Business



Home to 52 of Leicester
and Leicestershire's
TOP 200
companies in 2018

Home to
4,250
businesses



Home to the
East Midlands
Strategic Rail Freight
Interchange



Over 20%
growth in
Businesses
Between 2010
to 2018

35%
GVA growth
TOP 5%
performing district

Home to

Amazon | Marks and Spencer | McVities | Norton | Barrett Developments | Siemens | Plastic Omnium

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 9 APRIL 2019

| | |
|-----------------------------|--|
| Title of report | TENANCY AGREEMENT CHANGES |
| Key Decision | a) Financial No b) Community Yes |
| Contacts | <p>Councillor Roger Bayliss 01530 411055 roger.bayliss@nwleicestershire.gov.uk</p> <p>Strategic Director of Housing and Customer Services 01530 454819 glyn.jones@nwleicestershire.gov.uk</p> <p>Head of Housing and Property 01530 454780 chris.lambert@nwleicestershire.gov.uk</p> |
| Purpose of report | To seek approval from Cabinet for the revised tenancy agreement. |
| Reason for decision | The tenancy agreement requires amendment in order to comply with GDPR changes. |
| Council priorities | Homes and Communities |
| Implications: | |
| Financial/Staff | The proposed changes with the introduction of a new tenancy agreement, can be met from within the existing approved Housing Revenue Account budget. |
| Link to relevant CAT | None |
| Risk Management | This report outlines the approach in managing and mitigating against risks. |
| Equalities Impact Screening | The Equality Impact Matrix has been completed and no further action needs to be taken due to a neutral impact score. |
| Human Rights | None |
| Transformational Government | Approval of this report will support the delivery of a more effective service by ensuring we are balanced in our approach to the management of our stock. |

| | |
|----------------------------------|---|
| Comments of Head of Paid Service | The report is satisfactory. |
| Comments of Section 151 Officer | The report is satisfactory. |
| Comments of Monitoring Officer | The report is satisfactory. |
| Consultees | Members of Landlord Working Group Tenants and Leaseholders Consultation Forum All tenants Policy Development Group |
| Background papers | Cabinet 9 February 2016 – Review of tenancy conditions |
| Recommendations | IT IS RECOMMENDED THAT CABINET APPROVES THE PROPOSED REVISIONS TO THE TENANCY CONDITIONS |

1.0 CONTEXT

- 1.1 The tenancy agreement is the formal contract between the council and its' tenants and details the responsibilities of both parties. It was last reviewed in 2016 and due to legislative changes specifically in relation to the General Data Protection Rules (GDPR), the agreement is being updated.
- 1.2 Officers within Housing and Legal Services reviewed the agreement and the key changes proposed are:

| Previous Document | Proposed Change |
|---|---|
| Not included | Inserted as a new definition: Mutual Exchange: Secure tenants have a statutory right to exchange with certain other tenants of social housing by mutually assigning their tenancies with the consent of their landlords. The Landlord can only withhold consent to an exchange if one of the conditions contained within legislation is met. |
| Not included | Inserted as new 1.7 (and all subsequent sub-section 1s renumbered): A sole tenancy cannot be transferred into joint names |
| 1.12 stated: "We are committed to the prevention and detection of fraud and participate in | Removed from 1.12 and changed to read at 1.13: 1.13 We are committed to the prevention and detection of fraud and may share your data with others as permitted by law. |

| | |
|--|--|
| data monitoring exercises for this purpose. We advise you that the data held by us in respect of your Tenancy will be used for cross-system and cross-authority comparison purposes for the prevention and detection of fraud. We may also share your data with others as permitted in law, including utility providers” | <p>1.14 In relation to your personal data, the Council will act as a data processor and data controller.</p> <p>1.15 At all times, the Council shall comply with its obligations under data protection laws.</p> <p>1.16 All personal information supplied to the Council will be stored in line with data protection laws and the Council’s privacy notice, which is available to view on the main Council website.</p> |
| 8.3 stated: “You, relatives or anybody living with you, your animals and your visitors must not cause or act in a way which is likely to cause people living, visiting or working in the locality of the Property to feel harassed, abused or threatened.” | <p>Changed to read at 8.3:</p> <p>You, relatives or anybody living with you, your animals and your visitors must not cause or act in a way which is likely to cause people living, visiting or working in the locality of the Property to be harassed, abused or threatened</p> |
| Not Included | <p>Added at 8.3:</p> <p>You must not cause or act, or permit to cause or act in a way which is likely to result in Our employees being harassed, abused or threatened.</p> |
| 8.3 stated: “Interference with the peace or comfort of any other person because of a person’s sexuality, gender, gender reassignment, colour, race, age, nationality, ethnic or racial origins, disability, religion, marital status or because they have HIV/AIDS” | <p>8.3 changed to read:</p> <p>Interference with the peace or comfort of any other person because of a person’s sexuality, gender, gender reassignment, colour, race, age, nationality, ethnic or racial origins, disability, religion or marital status</p> |
| 9.1 stated: “Selling or conspiring to sell, possessing, storing, manufacturing or cultivating illegal drugs or other illegal substances” | <p>9.1 changed to read:</p> <p>Possessing, selling or conspiring to sell, storing, manufacturing, cultivating or consuming illegal drugs or other illegal substances</p> |

| | |
|--|---|
| Not Included | Added at 10.8: You must not store building materials within the curtilage of your property for an unreasonable amount of time |
| 18.2 stated: “We must provide you with a copy of your Tenancy Agreement. We publish policies and procedures which you may see, together with a range of other information booklets on our website www.nwleics.gov.uk . These are available in hard copy upon request. The Data Protection Act 1998 provides you with the right to request information regarding your housing records. The Freedom of Information Act 2000, makes additional information available to you” | 18.2 changed to read We must provide you with a copy of your Tenancy Agreement. We publish our policies and procedures which you may see, together with a range of other information booklets on our website www.nwleics.gov.uk . These are available in hard copy upon request. The Data Protection Act 2018 provides you with the right to request information that we hold about you. The Freedom of Information Act 2000, makes additional information available to you. |

2.0 CONSULTATION

- 2.1 Some of our tenants have participated in the review of the tenancy agreement. They are involved tenants from the Landlord Working Group and the Tenant and Leaseholder Consultation Forum and already have a broad understanding of the housing service.
- 2.2 In addition to this, all tenants have the right to be consulted on changes to the tenancy agreement. To this end, a letter to all tenants informing them of the review was sent in December 2018 which included a summary of the proposed changes and although many tenants contacted the Housing Service to discuss the changes, no amendments are required as a result. Tenants will also be issued with a copy of the approved version of the tenancy agreement if approved by Cabinet.
- 2.3 A copy of the proposed agreement attached as Appendix A.

3.0 NEXT STEPS

3.1 The next steps have been identified:

| What | When |
|---|------------------|
| Notification to all tenants* | By 30 April 2019 |
| Staff awareness training* | May 2019 |
| Revised tenancy agreement effective date* | 3 June 2019 |

*subject to Cabinet approval

4.0 RESOURCE COMMITMENTS

4.1 The review of the tenancy agreement is being undertaken from within existing approved HRA budgets.

5.0 FINANCIAL IMPLICATIONS

5.1 There are no additional financial implications as a result of the review of the tenancy agreement.

6.0 COMMENTS FROM THE POLICY DEVELOPMENT GROUP

6.1 This report and the next steps referred to in section 3 above were considered by the Policy Development Group at its meeting on 6 March 2019. The comments of the group are attached as Appendix B.

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Tenancy Agreement

North West Leicestershire District
Council (Landlord)



NWLDCHousing



@NWLDCHousing



Youtube.com/nwldchousing

www.nwleics.gov.uk/housing

Contents

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Definitions

In this Agreement, the following words have the meanings given below:

Animal/Pet: Includes bird, insect, reptile, spider, fish, livestock, cat, dog.

ASB: Anti Social Behaviour.

Assign/Assignment: Giving up the rights of a tenancy in favour of a qualifying family member or by way of mutual exchange.

Assignee: Person who is assigned a tenancy following Assignment

Communal Areas: Areas which tenants share with other tenants such as stairs, entrance halls including door entry systems, lifts, landings, balconies, access ways, paths, grassed open spaces, shared gardens or yards, parking areas, parking bays or hard standings.

Communal Aerial System: An aerial system provided and maintained by us for blocks containing more than four flats and sheltered schemes.

Demotion: A tool to combat Anti Social Behaviour which results in reduced rights and less security from eviction.

Employees: Includes any contractor, agent or anyone employed by us.

Fixtures: Includes, but is not limited to, kitchen units, bathrooms and sanitary ware.

Fittings: Includes, but is not limited to, plumbing systems, electrical circuits, sockets, switches, lamp holders, doors, locks and glazing.

Garden(s): Includes any plantings, hedges and/or trees or other land let to you as part of the Property.

Independent: Someone not affiliated with the Council or Tenant who can provide the necessary advice, such as the Citizens' Advice Bureau and Shelter Housing Advice Centres.

Improvement: Any alteration or addition to the Property.

Introductory Tenant: A Tenant who has an Introductory Tenancy under The Housing Act 1985.

Introductory Tenancy: A Tenancy which lasts for a trial period of up to 18 months. The Tenancy may then become a Secure Tenancy unless the Tenant has breached the Tenancy conditions.

Injunction: A Court Order requiring a Tenant or person to do, or refrain from, doing specific acts.

Joint Tenant/Joint Tenancy/Joint Tenancies: Joint Tenants are responsible, jointly and individually, for the rent, service charges and obligations of the Tenancy

Lodger(s): A person who a Tenant allows to live in the Property, with or without payment.

Mutual Exchange: Secure tenants have a statutory right to exchange with certain other tenants of social housing by mutually assigning their tenancies with the consent of their landlords. The Landlord can only withhold consent to an exchange if one of the conditions contained within legislation is met.

Neighbours: Everyone living or working in the locality of a Tenant's Property.

Notice Seeking Possession: A legal document that is served prior to taking possession action (for Secure Tenants).

Notice of Possession Proceedings for Introductory Tenants (NOPPIT): A legal document that is served prior to taking possession action (for Introductory Tenants).

Notice Period: The period of notice required by either party to bring the Tenancy to an end. This is normally four weeks notice unless stated otherwise within the Agreement.

Notice to Terminate: A legal document that the Tenant must complete in order to bring the Tenancy to an end.

Order for Possession: A court order allowing the Landlord to legally evict the Tenant and regain possession of the Property.

Partners: Members of a couple in a relationship (including same gender relationships), who are living together.

The Property: The housing accommodation at the address specified on page 27 let to the Tenant under the Tenancy Agreement, including any garden, yard, outbuilding, garage, fence or wall also let with the housing accommodation owned by North West Leicestershire District Council.

Relatives: Parents, children, grandparents, grandchildren, brothers, sisters, uncles, aunts, nephews, nieces, step relatives and adopted children.

Rent: The weekly or monthly charge payable by a Tenant to live in the Property.

Secure Tenant(s): A Tenant who has a Secure Tenancy under The Housing Act 1985.

Secure Tenancy: A Tenancy providing the Tenant some security of tenure which means that the Tenancy cannot be terminated without a court order.

Service Charge(s): Means charges for services provided to the Tenant by or on behalf of us as Your Landlord.

Sheltered Properties: Situated in a group setting and usually within the same accommodation building with communal facilities.

Successor: Person who receives the tenancy following a succession.

Supported Properties: Properties designated as requiring an individual to have a support need, whether by age, physical or mental impairment.

Sublet: Giving another person(s) the exclusive right to live in part of the Property.

Tenant(s): The person(s) who signs the Tenancy Agreement and named at page 27.

Tenancy Agreement: This document contains the terms, conditions and obligations of the Tenancy.

Tenancy: Possession of land or property as a tenant of North West Leicestershire District Council

Vacant Possession: The Property is unoccupied and empty of possessions.

Visitors: People not living with the Tenant but who come to the Tenant's Property.

Vehicle(s): A car, bus, lorry, motorbike, boat, caravan, motor home, trailer, scooter, motorised transport or similar.

Void: An empty Property.

We, Us or Our: Means the Landlord North West Leicestershire District Council, who can be contacted at Housing Department, Council Offices, Coalville, Leicestershire, LE67 3FJ

Written Permission/Consent: A letter from us giving the Tenant permission in response to a request they have made. Any consent that is required will not be unreasonably withheld. If you are required to obtain consent under this Agreement, you may also need to obtain statutory consent from other organisations. Any consent given by us under this Agreement does not replace, constitute or take effect as that consent.

You: means the Tenant(s) and includes any successor or assignee,

Terms of Tenancy

1. Introduction to the Tenancy Agreement

1.1 This Agreement contains the terms, conditions and obligations of the Tenancy for you as the Tenant and us as your Landlord. You should read this Agreement carefully to ensure that you understand and accept its contents. If you do not understand any part of this Agreement we strongly recommend you ask for it to be explained to you before you sign it. You might consider consulting a solicitor, Citizens Advice or Housing Advice Centre before you proceed. By signing the Tenancy Agreement you are agreeing to become a Tenant of North West Leicestershire District Council.

1.2 There are two kinds of tenancy contained in this Agreement:

- Introductory Tenancy
- Secure Tenancy

By signing this Agreement, you are entering into a legal contract with us and will become either an Introductory or Secure tenant. On your Tenancy Agreement we tell you whether your Tenancy is an Introductory or a Secure Tenancy. If you have an Introductory Tenancy, we also tell you within the Tenancy Agreement, the date it will become a Secure Tenancy.

Table A in Section 1.6 shows in brief the rights of Introductory and Secure Tenancies.

1.3 If you had a Secure Tenancy immediately before entering into this Tenancy Agreement you will remain a Secure Tenant. As a Secure Tenant you have the right to live in the Property (right to possession) so long as you comply with this Tenancy Agreement. We will not normally interfere with your right to possession unless the court grants us permission. A Notice of Seeking Possession/Demotion must be served on you before any legal action to end your Secure Tenancy can begin.

1.4 If you did not have a Secure Tenancy immediately before entering into this Tenancy Agreement you will be an Introductory Tenant. An Introductory Tenancy is a trial period of one year from the date of the Tenancy Agreement and you have fewer legal rights than a Secure Tenant. You must demonstrate to us that you are able to comply with your Tenancy Agreement. This includes, but is not limited to:

- Not behaving, or allowing any persons living in or visiting the Property to behave in an anti-social manner, including causing a nuisance or harassing others
- Paying your Rent on time
- Looking after the Property

Unless we take action to end or extend your Introductory Tenancy, you will automatically become a Secure Tenant upon the expiry of your Introductory Tenancy shown on your Tenancy Agreement.

- 1.5 If you breach your Tenancy Agreement we may either extend your Introductory Tenancy by up to six months or take legal action to evict you. Legal action to evict you may mean you incur legal costs which you will be liable for. You can ask us to review our decision to end or extend your Introductory Tenancy. If we apply to the court to end your Introductory Tenancy, the court will grant the Order for Possession providing we have followed the proper procedure.
- 1.6 If you have signed this Tenancy Agreement with someone else you are a Joint Tenant. In Joint Tenancies each Tenant is jointly and individually responsible for the Tenancy. If one Tenant leaves the Property both Tenants are still responsible for abiding by this Tenancy. Your rights and responsibilities cannot be split or shared between you. If one of you ends this Tenancy it has the effect of ending the Tenancy for each of the Joint Tenants.

1.7 A sole tenancy cannot be transferred into joint names

Table A

| Legal rights of Tenants | Secure Tenants | Introductory Tenants |
|--|-----------------------------|----------------------|
| Right to succession of spouse/civil partner | Yes | Yes |
| Right to succession of family members | No | No |
| Right to Repair (Regulations) | Yes | Yes |
| Right to be consulted on housing management issues | Yes | Yes |
| Right to Assign to those with succession rights | Yes | Yes |
| Right to Buy | Yes in most cases | No |
| Right to take in lodgers | Yes | No |
| Right to sub-let | Yes with written permission | No |
| Right to improve | Yes with written permission | No |
| Right to Mutual Exchange | Yes | No |

- 1.8 Your Tenancy starts on the date set out in this Agreement. It continues until you or we end it.
- 1.9 As long as you pay your rent and you comply with the Tenancy Agreement, we will not normally ask the court for an Order for Possession. However, there may be occasions where possession of the Property is required by us, for example, when we need to move you to a new home if the Property is to be demolished. In these situations you will be given assistance by us to help you relocate and we will be subject to relevant notice periods regarding obtaining possession.
- 1.10 If you have difficulty keeping to your Tenancy Agreement, you must contact us as soon as possible. We can then provide you with support, advice or help to sort out any problems you may be experiencing. This may avoid us having to take legal action against you.
- 1.11 You must occupy the Property as your only or principal home. If you acquire another property you must continue to live in the Property subject to this Tenancy Agreement otherwise we may ask the court for an Order for Possession.
- 1.12 Certain specific properties will require additional tenancies conditions or obligations and these will be attached as an appendix.
- 1.13 We are committed to the prevention and detection of fraud and may share your data with others as permitted by law.
- 1.14 In relation to your personal data, the Council will act as a data processor and data controller.
- 1.15 At all times, the Council shall comply with its obligations under data protection laws.
- 1.16 All personal information supplied to the Council will be stored in line with data protection laws and the Council's privacy notice, which is available to view on the main Council website.

2. False Statement

- 2.1 If you or someone acting on your behalf has made a statement in an application for housing accommodation which you:
- Knew was false; or
 - Thought could be false; or
 - Contained information which deceived us in allocating you this Tenancy

We may take legal action to regain possession of the Property.

3. Payment of Rent and Charges

- 3.1 You must pay your rent, together with any service charges due, in advance on Monday of each week. If you pay your rent by Direct Debit or Standing Order these payments must also be paid in advance.
- 3.2 You must pay the Rent, including service charges for any period of less than a week at the start or end of this Agreement, at a daily rate equivalent to the Rent payable for one week, divided by 7.
- 3.3 You must not withhold rent or any service charges for any reason.
- 3.4 You must pay any debt outstanding from any tenancy in full e.g. unpaid rent, tenancy charges, and charges for damage to the Property.
- 3.5 If you are Joint Tenants, you are each responsible for the rent and service charges, both jointly and separately. This means that we can recover arrears from you jointly, or each of you individually until the full amount outstanding is cleared.
- 3.6 If you have any difficulty paying your rent or service charges, you, or someone acting on your behalf, must contact us immediately.
- 3.7 If you do not pay your rent, rent arrears or service charges we may take court proceedings to evict you from the Property. These proceedings may incur additional charges such as legal fees and court costs which will then be added to your rent account.
- 3.8 We may vary the amount of rent or service charges you have to pay. You will be notified in writing of any such variation four weeks before any change takes effect.
- 3.9 If you wish to pay your rent fortnightly or monthly, you should agree this with us and permission will only be granted if you pay in advance to avoid recovery action being taken against you.
- 3.10 We may incur costs associated with pursuing you for any debt accrued by you. Unless the court orders otherwise, you must pay our reasonable legal costs and expenses properly incurred in enforcing this debt.
- 3.11 You remain liable for rent and service charges during your notice period. Your liability for rent remains until your Tenancy legally ends.
- 3.12 Your rent is subject to an annual review which may result in a change to the amount that we charge you for living at the Property.

4. Use and Occupation of the Property

- 4.1 You must use and occupy the Property as your only or main home. Where the Tenancy is a Joint Tenancy, at least one of you must occupy the Property as your only or principal home.
- 4.2 You must tell us if you are going to be away from the Property for more than a month and ensure that we are advised of a contact address and a nominated key holder/caretaker in case of an emergency.
- 4.3 You may take in lodgers as long as you are a secure tenant and the Property does not become overcrowded as a result. However, you must get our prior written permission before you take in lodgers. You must also provide details of their name, date of birth, gender, National Insurance Number, former address and details of the rooms that they will occupy.
- 4.4 You must not, without our prior written permission, sublet part of your Property. You cannot sublet the whole of the Property as you will no longer be a secure tenant.
- 4.5 You may have the right to assign the tenancy to a qualifying successor. However, there are statutory criteria which apply to any assignment and our consent is required. Permission may be refused if, but not limited to:
- You have rent arrears
 - We are considering or have started possession proceedings based on rent arrears, unacceptable behaviour or condition of the Property
 - The person you wish to assign the tenancy to is not financially secure as determined by us
 - The Property has been adapted and the person being assigned the tenancy does not require the adaptations
- 4.6 You must not run a business from the Property which may affect nearby residents or your neighbours without obtaining our prior written permission. Prior to granting any such permission we will consider various factors including but not limited to, planning issues, the amount of noise generated, nuisance likely to be caused to your neighbours and whether damage to the Property may occur. An inspection of the Property may also take place before full permission is granted.
- 4.7 You must not place or exhibit any notice board or notice visible from outside the Property advertising any profession, trade or business or any goods or services without our prior written permission.
- 4.8 You or anyone living with you must not keep or use bottled gas, paraffin, petrol or any other dangerous material in any part of the Property which includes, but is not limited to, any of the Communal Areas, outbuildings and Gardens. It also includes any other area owned by us, except where necessary for normal domestic purposes, for medical purposes or where the equipment has been prescribed by a registered medical practitioner. You

must not keep large amounts of these substances on the Property and the substances must be stored appropriately and safely at all times.

- 4.9 You must not use paraffin or petrol heaters, or liquid or bottled gas heaters, in the Property without our prior written consent.
- 4.10 You or anyone living with you must not use as bedroom accommodation, any room where an open flued gas appliance is installed.
- 4.11 You must notify us of any permanent changes in occupation to the tenancy including, but not limited to:
 - A new baby arriving
 - A new partner arriving
 - Persons previously occupying the Property and leaving the Property for whatever reason including the death of an individual
- 4.12 You must not intentionally overcrowd the Property.

5. Access to the Property

- 5.1 You or anyone living with you must allow us, our employees and any other authorised person's safe access to the Property. We will provide you with at least 24 hours notice in writing, (except in an emergency - see condition 5.4) setting out the reason we require access and the date and time of our visit.
- 5.2 We may require access to the Property for various reasons, including but not limited to:
 - Inspecting the condition of the Property including pre-termination tenancy inspection
 - Carrying out repairs
 - Undertaking improvements
 - Servicing checking and/or maintaining equipment within the Property in line with regulations and legislation
 - Facilitating any of the above to any adjoining premises e.g. party walls, flats, roofs etc.
- 5.3 We will give you at least 24 hours written notice if we intend to enter the Property, unless we believe that there is an immediate risk to the health or wellbeing of any person, or a substantial risk of serious damage to any property.
- 5.4 In an emergency we may require immediate access to the Property without prior notice. In the event that such access is necessary and the property is unoccupied or access is denied, we may use reasonable force to gain entry to the Property. We will take reasonable steps to contact your nominated key holder in your absence, will leave the Property secure and advise where the keys are held.

5.5 Examples of emergencies include, but are not limited to:

- Fire
- Flood
- Gas leaks
- Threat or risk of personal injury
- Threat or risk to the structure of our property
- Unsafe heating appliances or electrics
- Suspicion of any of the above

5.6 Where access is denied to the Property and we deem it necessary to gain access, we may apply for a court order to allow us legal rights to access. We may then recover the costs of securing access from you. Further to this we will not be responsible for reinstating any alterations or additions removed, altered or damaged as a result of our access to the Property.

6. Repairs and Maintenance

- 6.1 On the day that you move into your Property you must check the entire Property and note any repairs that require our attention. If there are any repairs that are our responsibility to put right, please notify North West Leicestershire District Council, Housing Department, Council Office, Coalville, Leicestershire, LE67 3FJ within seven days of moving in.
- 6.2 During your Tenancy you must inform us promptly if any repairs (or other matters that we are responsible for carrying out) come to your notice. This will enable us to arrange an inspection and/or for the repair to be carried out.
- 6.3 You must keep the inside of the Property in a clean and tidy condition, free from excessive accumulation of belongings or rubbish that could cause a health and safety or fire risk to you or anyone else and must not allow the condition of the Property to deteriorate.
- 6.4 The Property must be kept in at least as good a condition as it was at the start of this Agreement, or after any improvements, but subject to reasonable wear and tear.
- 6.5 All rooms must have clear access and exit routes at all times.
- 6.6 You or anyone living at or visiting the Property must ensure that you are able to evacuate the Property in the event of a fire or other emergency situation.
- 6.7 You must ensure that any fire or smoke detection equipment installed in the Property is working correctly. This means that you must test the fire or smoke alarms regularly and replace the batteries where necessary. If a fire or smoke alarm fitted by us is not working correctly, you must notify us promptly.

- 6.8 You must not do anything that might reduce the fire safety at the Property or in any Communal Areas or common parts. This includes (but is not limited to):
- Removing or damaging any fire detection devices
 - Removing, altering or damaging any structures that provide fire separation (such as doors and walls)
 - Interfering with or damaging any installations for the supply of electricity, gas or any other service
 - Removing or damaging any instructions relating to fire safety procedures
 - Blocking, restricting or otherwise reducing any escape routes.
- 6.9 You must inform us immediately of any damage, however it has occurred, to the Property, fixtures and/or fittings for which we are responsible.
- 6.10 Damage includes any damage whether caused intentionally or accidentally or as a result of negligence, recklessness or neglect.
- 6.11 You and anyone living in or visiting the Property (including animals) must not damage or destroy the following (including but not exhaustive):
- The internal and external structure of the Property - including any glazing, internal walls, floors or ceilings
 - The fittings for the supply of gas, water and electricity
 - Bathroom and toilet fittings
 - Room heating systems
 - Water heating systems
 - Kitchen units and fittings
 - Internal fixtures and fittings for example doors, internal glazing and smoke alarms
 - Sheds, garages, fencing, patios, paths, any part of the garden area, open plan space or communal walkways
 - Any other installed element which the Property benefits from
- 6.12 You are responsible for carrying out certain small repairs and replacing certain items of fixtures and fittings. These are listed in your Tenants Handbook.
- 6.13 You are responsible for the repair, maintenance and replacement of any TV aerial or satellite dish serving the Property, except where it is provided via a Communal Aerial System.
- 6.14 You are responsible for repairing any damage to any part of the Property caused by the deliberate or careless actions or omissions of yourself, or of anyone living with you or visiting you (including animals).
- 6.15 If damage has occurred to the Property we may serve a notice on you requiring you to put it right. If you do not comply with the notice we may enter the Property and undertake any necessary work to make good the damage.

You will be recharged for these works in accordance with our Rechargeable Works Policy.

- 6.16 You are responsible for repairing and maintaining any alterations or improvements which you have carried out to the Property.
- 6.17 Where such alterations and improvements have come to the end of economical useful life we may put these back to our standard specification.
- 6.18 If you make any improvements, alterations or additions to the Property without our prior written consent we may tell you to return the Property back to the condition preceding the works being undertaken. If you fail to do so we may carry out the work and charge the costs we have incurred in doing so (including any administrative costs) to you.

7. Insurance

- 7.1 You should consider obtaining insurance for accidental damage, contents and your belongings. We will only insure the structure and fabric of the Property.

Please refer to the Tenants Handbook in reference to what we are insured for

- 7.2 In situations where we carry out repairs which are not our responsibility we may recharge you the cost of doing so. For example, if you accidentally nail through a pipe, we can carry out the necessary repairs and recharge the cost to you which. This may include but is not limited to costs related to consequential damage and administrative charges.
- 7.3 It is your responsibility to ensure that repairs which you are responsible for are carried out. If you have your own private buildings insurance that covers accidental damage you may be able to reclaim the cost of this work.
- 7.4 A separate recharges section is included in this Tenancy Agreement. See section 16.

8. Anti-Social Behaviour

- 8.1 You are responsible for your own behaviour and for that of anyone living with you, whether permanently or temporarily, or visiting you, including but not limited to relatives, animals and visitors.
- 8.2 You, relatives or anyone living with you, your animals and your visitors must not cause, or act in a way which is likely to cause, nuisance, annoyance or disturbance to people living, visiting or working in the locality of the Property.

Examples of nuisance, annoyance or disturbance include but are not limited to:

- Foul and abusive language
- Loud music
- Shouting, arguing, door slamming
- Dog barking and fouling
- Offensive drunkenness
- Urinating in public
- Playing ball games close to somebody else's home
- Causing damage or neglecting the Property
- Lighting excessive fires or burning of toxic materials at the Property
- Fly tipping

"People working in the locality of the Property" includes:

- Our employees, contractors and other people engaged in lawful activity in the area e.g. postal workers.

8.3 You, relatives or anybody living with you, your animals and your visitors must not cause or act in a way which is likely to cause people living, visiting or working in the locality of the Property to be harassed, abused or threatened.

You must not cause or act, or permit to cause or act in a way which is likely to result in our employees being harassed, abused or threatened.

"Harassment" includes but is not limited to:

- Violence or threats of violence towards any person including our employees, agents or contractors
- abuse or threats towards our employees, agents or contractors including but not limited to:

Abusive or insulting words or behaviour including that sent via email, social networking sites and mobile phones

Damaging or threatening to damage another person's property or home

Writing threatening remarks or insulting graffiti

- Interference with the peace or comfort of any other person because of a person's sexuality, gender, gender reassignment, colour, race, age, nationality, ethnic or racial origins, disability, religion, marital status
- Must not inflict domestic violence or threaten violence against any other person including the use of mental, emotional or sexual abuse to anyone

8.4 You, relatives or anyone living with you, and your visitors must not make false or malicious complaints about the behaviour of another person.

- 8.5 You, your relatives or anyone living with you, animals, and your visitors, must not cause or act in a way which is likely to cause damage to the Property, dump rubbish on or misuse Communal Areas, corridors, stairwells, shared entrances, play areas or anywhere else including any other property, or land owned by Us.
- 8.6 Any items found may be removed without further notice, particularly if deemed to be a health and safety risk such as flammable items, trip hazards or if they are blocking exits.
- 8.7 You, your relatives or anyone living with you, and your visitors must comply with the law on smoke free premises. By smoking in smoke free premises you are deemed to be breaking the law.
- 8.8 You must make sure that you do not allow, incite or encourage other people living with you, relatives or visitors to the Property to engage in behaviour as described in the conditions 8.2 - 8.7 above.
- 8.9 The housing department's Anti Social Behaviour Policy includes details of what the Housing Department considers Anti Social Behaviour. We will rely on the conditions above and/or the Anti Social Behaviour Policy when looking to enforce the conditions of this Tenancy Agreement should we believe you have engaged in Anti Social Behaviour.

9. Unlawful behaviour

- 9.1 You, your relatives and visitors must not do, threaten to do, incite or encourage others to do anything illegal or unlawful in the Property or in the locality. Examples of such unlawful behaviour include (but are not limited to):
- Possessing, selling or conspiring to sell, storing, manufacturing, cultivating or consuming illegal drugs or other illegal substances
 - Storing, handling or selling stolen goods
 - Selling or supplying alcohol without the appropriate licence or permission or in breach of that licence or permission
 - Selling or supplying illicit tobacco or cigarettes
 - Keeping illegal or unlicensed firearms or weapons
- 9.2 You must not steal anything from the Property, Gardens, Communal Areas, common parts or from any land or property owned or previously owned by us or from any land or building in the locality.

10. Gardens

- 10.1 You must keep your Garden area (if any) well maintained at all times. You are responsible for the upkeep of all parts of your Garden. This includes, but is not restricted to grass, trees, plants, bushes and hedges.

- The grass must be cut regularly and must not become overgrown
- The Garden must be weeded regularly
- No waste or rubbish should be stored in the Garden or outbuildings
- Hedges/bushes/trees/plants must be cut and maintained to a reasonable height in keeping with local planning regulations
- Occasional bonfires to dispose of Garden waste are permitted but complaints will be investigated. The bonfire must be situated at a safe distance from buildings, fences, hedges and anything flammable and supervised by a responsible adult.

10.2 If you do not carry out the necessary Garden maintenance, and the Garden causes an eyesore or causes a health and safety risk, we may serve a notice on you requiring you to put your Garden in the condition required by condition 10.1 or require you to do anything reasonably required to remedy the breach. The notice shall specify the time or times within which the work required to be done in the notice must be completed. If the work is not completed within the specified time or times, We may enter the Property and undertake the necessary work and recharge reasonable costs (including any administration costs) to you.

A health and safety risk may for example include, overhanging branches, hedges encroaching onto the highway, waste and rubbish that could provide food or harbourage for vermin or pests.

- 10.3 You must not have any plant in your Garden that causes a nuisance or annoyance to your Neighbours, other people in the locality or us. This includes (but is not limited to) plants that may spread uncontrollably, plants that may spread onto the path or road or plants with root systems that could cause damage to the Property or neighbouring properties.
- 10.4 You must not plant any tree or plant on the Property which may grow to a height of more than two metres without prior written consent from us. Consent would not be unreasonably withheld.
- 10.5 You, relatives or anyone living with you, and your visitors must keep any communal garden area outside of the Property, clean, tidy and free from rubbish or furniture at all times.
- 10.6 You must share the use of any driveway which gives access to the Property and any adjoining property with the occupiers of the adjoining property.
- 10.7 You must not fence off or enclose any part of the driveway without our prior written consent.

10.8 You must not store building materials within the curtilage of your property for an unreasonable amount of time.

11. Boundaries, Paths and Driveways

- 11.1 You will be required to obtain permission from us to install or remove fencing, walls, paths, hedges or driveways and the work will be pre and post inspected at our discretion.
- 11.2 The maintenance of any fencing, walls, paths, hedges or driveways installed by You will be Your responsibility.
- 11.3 We will maintain any fencing, walls, paths or driveways installed by the council or present at the time your tenancy commenced. Usually this will be through a planned programme of works over a number of years unless there are specific health and safety concerns. The type and timing of the work will be at our discretion and removal of fencing, walls, hedges or driveways will also be considered, where repair is not economical.
- 11.4 The maintenance of any hedgerow or tree(s) which define or mark the boundary will be Your responsibility.

12. Vehicles and Parking

- 12.1 You, anyone living with you or visiting you must not do any of the following:
 - Park a vehicle anywhere on the Property unless the Property has a garage, parking space or a driveway which is a hardstanding with a dropped kerb.
 - Allow anyone, other than your relatives, visitors and/or friends to park at the property.
 - Park any vehicle which is untaxed, illegal, is not roadworthy or is in disrepair on any land belonging to us. If you do, the vehicle must have a valid SORN and you must have our permission to park on our land.
 - Store a Caravan or Motorhome on the Property without our written consent
 - Allow a Caravan or Motorhome to be used as living quarters whilst it is on the Property
 - Build a parking space, garage or driveway (hardstanding) without our written permission.
 - Drive across a kerb to access the Property unless the kerb has been dropped in accordance with the regulations of the Highway Authority. You must have written permission from us and the Highway Authority to adapt a pavement so a vehicle can cross it.

- Drive or park any vehicle over any grassed or landscaped area
- Park any vehicle on a designated area set aside for emergency vehicles or park in any area which causes an obstruction or would block access for emergency vehicles or refuse collection vehicle.
- Double park vehicles or park in a way which causes obstructions to pedestrians or other road users.
- Carry out any vehicle repairs or maintenance, except minor maintenance on your own vehicle or to any vehicle on the Property, Communal Areas, Gardens, driveways or roads in the neighbourhood without prior written consent being given by Us.
- Use any Garden or driveway to the Property to store, load or unload vehicles, store scrap metal or break up vehicles for spare parts.
- Cause nuisance to Neighbours or damage to pathways, driveways and parking spaces through leakages or spillages from vehicles.
- Have a motor-related business from the Property or receive payment for repairing any vehicle at the Property.
- Store any moped, motorbike or machinery having a petrochemical engine inside the Property or in Communal Areas.

12.2 Your vehicle must be less than 2 metres high (6 foot 6”), less than 1.83 metres wide (6’) and less than 4.8 metres long (16 feet). If you wish to park a bigger vehicle you must have prior written permission from us to do so.

13. Use of Communal Areas

13.1 You, anyone living with you or visiting you must abide by the following:

- Share the use of Communal Areas with other tenants. You must not cultivate, fence off or restrict access to any parts of the Communal Areas without prior written consent from Us.
- Not build, construct or place any building or other structure in the Communal Areas without our prior written consent.
- Not leave waste or other items in the Communal Areas (except in designated bins or other appropriate receptacles).

Not to cause nuisance, annoyance or disturbance in the Communal Areas. This includes (but is not limited to):

- Allowing your pet, or that of a relative or visitor, to foul the Communal Areas without clearing it up immediately.
- Allowing your pet, or that of a relative or visitor, to cause a nuisance, annoyance or disturbance.
- Play ball games.
- Noisy, abusive or intimidating behaviour.
- The consumption of alcohol when this behaviour becomes a nuisance to others.
- Inappropriate sexual behaviour.
- Causing damage to the Communal Areas.

13.2 If you are in breach of any of the conditions listed at 13.1 we may charge you the cost of repairing, reinstating or cleaning the Communal Areas or otherwise remedying your breach and recover these costs from you.

14. Keeping of Animals

14.1 If you live in a house or bungalow, you have our consent to keep the following animals without our written permission:

- One domestic dog; and/or
- One domestic cat; and/or
- One domestic caged bird; and/or
- Fish kept in an aquarium indoors; and /or
- Small caged pets for example, gerbil, hamster or rabbit.

The size of the aquarium or cage must not exceed 1.83 metres in width (6 '), 0.61 metres in depth (2') in depth and 1.22 metres (4') in height without our written permission.

No other type of pet or animal, including livestock may be kept without our prior written permission which will not be unreasonably withheld or delayed.

14.2 If you live in a house or bungalow and wish to keep any pet, animal or livestock, other than or in addition to those detailed in condition 14.1, you must obtain our prior written permission.

14.3 If you live in a flat or in Sheltered Properties, which has a communal entrance, you or anyone living with you may not keep a pet without our prior written permission.

14.4 You are responsible for the control of any pets/animal(s) which belong to you or anyone living with you.

14.5 You must not keep a pet/ animal in a communal area.

14.6 You must not breed pets/animals for commercial purposes at the Property.

- 14.7 You must not build any animal enclosures without prior written consent from us, in any part of the Property.
- 14.8 You must not board animals on a commercial basis without prior written consent from us.
- 14.9 If feeding wild animals or birds from your property, communal areas, outbuildings, gardens or from any part of the land belonging to us, you must do so responsibly, in a manner which does not attract vermin or cause a nuisance to your neighbours.
- 14.10 You must make sure that no animal you keep at the Property (or that you are responsible for) causes nuisance or annoyance to anyone:

Examples of nuisance include but are not limited to:

- Allowing your pet/animal to persistently foul in an inappropriate place
 - Failing to clean up fouling in a timely manner
 - Barking
 - Creating a foul smell
 - Not being kept under control
 - Creating any type of danger or health hazard
 - Encroaching onto other peoples gardens
- 14.11 You, your relatives or your visitors or anyone living with you must not leave any pet/animal unattended for more than 24 hours either inside or outside of the Property.
- 14.12 Any permission obtained from us for you to keep a pet/animal may be withdrawn if your pet/animal creates a nuisance.
- 14.13 You must make sure that no pet/animal kept at the Property causes any damage:
- To the Property;
 - To a Communal Area
 - In the locality
 - To any land owned by Us

You will be held liable should any damage be caused,

- 14.14 You are responsible for putting right any damage attributable to your pets, or those pets/animals you are responsible for.
- 14.15 You, your relatives or anyone else living with you, and your visitors must ensure that no pets/animals kept at the Property prevents our employees, or any other authorised person's from gaining access to the Property.

14.16 You must not keep any animals prohibited by law within the Property. All legislation relating to Pet ownership must be adhered to.

15. Alterations to the Property

15.1 You must obtain our prior written permission before making any alteration or addition to the Property

15.2 Permission may not be unreasonably withheld by us.

15.3 The list of structure erections, alterations and improvements include, but is not limited to:

- Building an extension
- Removing internal walls
- Changing the use of a room e.g. a living room to a bedroom
- Adding, changing or replacing fixtures and fittings: eg: kitchen, bathrooms
- Installing a water meter
- Decorating the exterior of the Property
- Altering or tampering with gas, electricity or water supplies
- Erecting an aerial or satellite dish
- Building a structure e.g. car port, garage, hard standing driveway or shed
- Creating ponds and/or carrying out major landscaping
- Removing any tree, hedge or boundary fence or wall

15.4 When deciding whether it is reasonable to grant written permission we will consider a range of factors including but not limited to the impact of the alteration or improvement on the surrounding properties.

15.5 Any consent given by us may be subject to any reasonable conditions including (but not limited to):

- That work must be undertaken by a properly qualified person registered with the appropriate regulatory body
- That you have obtained all necessary consents and approvals for the works
- That you are responsible for maintaining the alteration or addition including complying with any statutory or other requirements related to the alteration or addition
- That you may be required to remove the alteration or addition and reinstate the Property at the end of this Tenancy or when required to do so by us
- That we will not be liable to you or any other person for any loss, damage or other harm arising from the alteration or addition

15.6 We may serve a notice on you requiring you to remove any unauthorised alterations or additions. An alteration or addition is unauthorised if it is undertaken without prior written consent or if it is not completed in accordance with the terms of the consent.

- 15.7 You must repair any damage resulting from the construction or removal of the alteration or addition. If you do not comply with the notice, then we may undertake necessary work to remove the alteration or addition and you will be liable to pay our reasonable cost of the work.

16. Recharges

- 16.1 We reserve the right to charge you for the following (not exhaustive) :
- Repairing any damage to the Property or Garden or Communal Area
 - Repair and/or replacement of damaged Fixtures and Fittings
 - Costs incurred by us as a result of breach by you of conditions in relation to this agreement
 - Costs incurred as a result of maintaining your Garden
- 16.2 We are entitled, and you agree to, the deduction of any reasonable costs associated with the above at condition 16.1 from any monies held by us lawfully due to you.

17. Ending Your Tenancy

- 17.1 You must provide us with four weeks' notice, in writing, before you leave the Property and end your Tenancy.
- 17.2 You will be liable for payment of Rent during the four weeks' notice period.
- 17.3 When you move out of the Property you must:
- Provide us with vacant possession of the Property when your Tenancy ends.
 - Pay all Rent and Service Charges up to the date of the end of your Tenancy. If you owe Us money for Rent or Service Charges when you leave the Property, you must make arrangements to pay the debt
 - Reinstate any unauthorised alterations to the Property or any authorised alterations that are subject to the condition that they are reinstated at the end of this Agreement
 - Ensure that you record a final meter reading for your utilities and notify all of your suppliers of that reading and of your departure
 - Remove all of your furniture, personal belongings and rubbish from the Property
 - Return all the keys to the Property to our offices, or as directed at the time of submitting your written notice to end your Tenancy. This must be done by 12 noon on the date agreed by us. If you do not return the keys by the agreed date, you will be responsible for additional rent.

- Advise us of your new address
 - Make sure that all household members, Lodgers, Subtenant and Animals leave the Property at the same time as you.
- 17.4 If you return the keys to the Property to us or you vacate the Property without giving written notice to end your Tenancy, we will treat this as a lawful surrender of your Tenancy and an end to this Agreement, once four weeks have elapsed. You will be charged rent during this four week period and we will hold the keys on your behalf. During this four week period we reserve the right to enter the property to carry out repair and maintenance works and/or undertake security works we deem appropriate. You may access the Property during this period with our prior permission which we will not unreasonably withhold.
- 17.5 The Property (including the Garden, outbuildings and loft space) must be left in a clean and tidy condition. You must clear and dispose of all your personal belongings, furniture and personal effects including rubbish from the Property.
- 17.6 You must make good any damage to the Property before ending your Tenancy. Any alterations or additions that have been carried out to the Property by you, anyone living with you or visiting you, without our written permission, must also be returned to their original state prior to ending your Tenancy.
- 17.7 We will remove, store and if not collected within one calendar month, sell or otherwise dispose of, any furniture, goods or personal items which you fail to remove from the Property at the end of your Tenancy either on surrender of the Property by abandonment, court order or termination by you. At any time, once the Property has been vacated, we will immediately remove and dispose of any perishable goods or waste products that we consider would be unreasonable to store as stated above. This includes such items as food, rubbish, domestic waste and goods damaged beyond economical repair. You will be responsible for all reasonable costs which we may incur in collection, storage and/or disposal of the above.
- 17.8 Unless required by law we will not be responsible for any damage or loss of goods/belongings stored by us under 17.7 above.

18. Consultation and Information

18.1 Right to Consultation

You have the right in law to be consulted in respect of certain matters which relate to your Tenancy including significant changes to this Agreement. This is explained in more detail in the Tenants Handbook.

18.2 Right to Information

We must provide you with a copy of your Tenancy Agreement. We publish our policies and procedures which you may see, together with a range of other information booklets on our website www.nwleics.gov.uk. These are available in hard copy upon request. The Data Protection Act 2018 provides you with the right to request information that we hold about you. The Freedom of Information Act 2000, makes additional information available to you.

19. Notices

19.1 We may serve any notice on you at the Property by putting the notice through the letterbox, by fixing the notice to the Property, by leaving the notice with somebody for you at the Property or by sending the notice by post to the Property. This is in addition to serving the notice on you in person.

19.2 If you wish to serve any notice in connection with legal proceedings it should be served on your Landlord at:

North West Leicestershire District Council, Housing Department,
Council Office, Coalville, Leicestershire, LE67 3FJ

19.3 For all other notices e.g. Notice to Terminate your Tenancy or requests for permission, please contact the Housing Management team in writing at the above address or email housing.mgt@nwleicestershire.gov.uk or by using the appropriate e-form online.

Tenancy Agreement

This is a legal contract which sets out the terms and obligations of the Tenancy. You should read it carefully to ensure that you understand each of the terms and obligations.

If you do not understand this Agreement you are advised to ask for it to be explained to you before signing. You may consider consulting a solicitor, Citizens Advice Bureau or Housing Advice Centre to assist or advise you.

This Tenancy Agreement made between North West Leicestershire District Council and

Tenant one _____ (Print name)

Tenant two _____ (Print name)

Type of tenancy:

The address of the Property is:

House number: _____

Street _____

Town _____

County _____

Postcode _____

Start date of tenancy: []

Rent £

Service Charge £

Insurance £

Heating £

Total £

Introductory Tenancies only

Possible start date of Secure Tenancy:
(Based on key received date and subject to any order for extension)

Fixed Term Tenancies only

Date that Fixed Term Tenancy will come to an end:

Please note that these amounts are correct at the start of your Tenancy and the amounts may change.

You will be given prior written notice of the new rent charges.

Date keys received:

Type of Property: House Flat Bungalow Studio Maisonette
Detached Semi Terraced

Number of bedrooms:

Garden: None Front Rear Side

If You sign this Agreement, it means You accept the Agreement as binding.

I/We agree to accept the Tenancy of the above Property on the terms and conditions set out in this Agreement a copy of which I/We have received, read and understood.

Tenant one _____ Signature

Tenant two _____ Signature

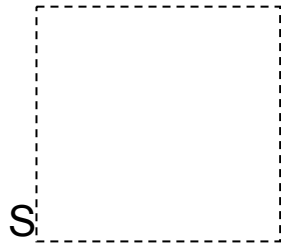
Signed on behalf of The Landlord

Full Name _____ Print Name _____

Signature

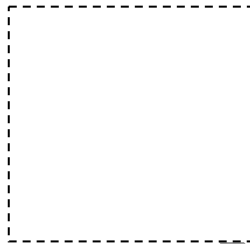
Position _____

Tenant Photographs



S.

[For office use only]



Name of Successor:

Date of Succession:

I am aware there is only one succession, to one individual allowed in law and that no further successions may take place in relation to this Tenancy.

I agree to accept the Tenancy of the above Property on the terms and conditions set out in this Agreement a copy of which I have received, read and understood.

Successor:

Print full Name:

Signed:

Dated:

Signed on behalf of the Landlord:

Full Name:

Signed:

Position:

MINUTES of a meeting of the POLICY DEVELOPMENT GROUP held in the Council Chamber, Council Offices, Coalville on WEDNESDAY, 6 MARCH 2019

Present: Councillor M Specht (Chairman)

Councillors R Ashman, N Clarke, T Eynon, G Houlst, P Purver, V Richichi, A C Saffell, S Sheahan and N Smith

Officers: Mr M Fiander, Mrs A Harper, Mr G Jones, Mr M Murphy, Mr I Nelson, Mr T Shardlow, Walford and Mrs R Wallace

62. TENANCY AGREEMENT CHANGES

The Housing Management Team Manager presented the report to Members.

At the request of Councillor S Sheahan, the Housing Management Team Manager further explained the issues surrounding transferring a sole tenancy into joint names and assured Members that the legal rights of spouses/partners in relation to tenancy succession and the Right To Buy remained, even if they were not joint tenants. The proposal was intended to protect the rights of sole tenants who are sometimes pressurised into agreeing to a joint tenancy by a partner, a relationship breakdown may follow and the partner then completes a Notice to Quit which terminates the whole tenancy.

In response to a question from Councillor T Eynon, the Housing Management Team Manager reported that there was a tenant's handbook for tenants, which contained all the information relating to tenancy obligations in a more readable format. In response to a further question, the Housing Management Team Manager stated that there was not currently a limit on the number of vehicles per household but she did acknowledge that there were problems in some areas and was working on a parking strategy to alleviate it.

In response to a question from Councillor N Clarke, the Housing Management Team Manager stated that the changes at paragraph 8.3 of the agreement regarding harassment were made at the request of the Tenant Groups as part of the consultation.

In reference to the consumption of illegal drugs at paragraph 9.1 of the agreement, Councillor N Clarke asked for views on the use of cannabis for medicinal purposes. The Housing Management Team Manager reported that individual circumstances would be reviewed in such cases and the impact on others assessed.

It was moved by Councillor M Specht, seconded by Councillor N Smith and

RESOLVED THAT:

Comments made by the Committee be provided to Cabinet when considering the report.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 8.40 pm

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 9 APRIL 2019

| | |
|----------------------|---|
| Title of report | RECYCLE MORE... THE PLAN |
| Key Decision | a) Financial No b) Community Yes |
| Contacts | <p>Councillor Alison Smith MBE 01530 835668 alison.smith@nwleicestershire.gov.uk</p> <p>Strategic Director of Place 01530 454555 james.arnold@nwleicestershire.gov.uk</p> <p>Head of Community Services 01530 454832 paul.sanders@nwleicestershire.gov.uk</p> |
| Purpose of report | To provide Cabinet with an overview of Recycle more... The Plan (Appendix A) and the proposals regarding its implementation which is detailed in the action plan (Appendix B) and the communication strategy (Appendix C) which supports Recycle more.... |
| Reason for decision | To seek the adoption of the plan |
| Council priorities | Homes and Communities |
| Implications: | Full engagement with all key necessary stakeholders both externally and internally |
| Financial/Staff | To be funded from the 2019/20 Recycle more budget of £36k which was approved by Full Council on 26 February 2019. This includes £26k for a Recycle More Officer post and £10k to trial a different type of recycling container with 250 households. This budget combines with an existing publicity and promotions budget of £18k |
| Link to relevant CAT | Green Footprints |
| Risk Management | Monthly project meetings to ensure the plan is on track and achieving the required progress. The action plan attached to the plan splits actions required over the next 3 years using a logical and achievable approach. |

| | |
|----------------------------------|---|
| Equalities Impact Screening | Integrated within the work of the Recycle More officer and the related communication strategy (Appendix C) |
| Human Rights | None |
| Transformational Government | The plan will ensure and support the in-house management of the refuse, recycling and garden waste collections so they are efficient, streamlined and best value for our customers, whilst achieving the maximum potential of income generation from the sales of recyclables and increasing the household recycling rate. |
| Comments of Head of Paid Service | The report is satisfactory. |
| Comments of Section 151 Officer | The report is satisfactory. |
| Comments of Monitoring Officer | The report is satisfactory. |
| Consultees | <p>NWLDC Portfolio Holder for Community Services, NWLDC Policy Development Group and NWLDC Members.</p> <p>Internal services including the following teams – Waste Services, Communications, Facilities and Estates, Customer Services, Housing, Leisure, Development Control, Planning, Performance, Community Focus, Business Development, Grounds Maintenance and Environmental Protection.</p> <p>External contacts – NWL parish and town councils, Leicestershire County Council, NWLDC residents (via an online survey between November 2018 – March 2019).</p> |
| Background papers | <p>Recycle more... The Plan - full document available at the bottom of this webpage - www.nwleics.gov.uk/recyclemore</p> <p>Our Waste, Our Resources: A Strategy for England published by HM Government, December 2018.</p> <p>Policy Development Group minutes and presentation from 19 September 2018</p> <p>Parish and Town Council Forum minutes and presentation 6 June 2018</p> |
| Recommendations | THAT CABINET APPROVES THE FORMAL ADOPTION OF RECYCLE MORE... THE PLAN |

1.0 CONTEXT

- 1.1 A key task within the North West Leicestershire District Council (NWLDC) Delivery Plan 2018/19 was to develop a recycling strategy, which encourages more households to recycle, increase dry recycling by 100 tonnes over the next 3 years and generate £500,000 by selling the dry recycling we collect. The Recycle more campaign will support and commit to the delivery of these three objectives.
- 1.2 The plan's main aim is to increase the recycling rate from the current 46.7% to 50% over the next 3 years - 2019/20, 2020/21 and 2021/22. Over the last 5 years the recycling rate has plateaued been between 46.1% and 46.7%.
- 1.3 North West Leicestershire (NWL) currently has the lowest recycling rate in Leicestershire excluding Leicester City Council. However, the district is only 1% behind Melton Borough Council and 1.2% behind Blaby District Council as of 2016/17, which is the latest recycling rate data.
- 1.4 Nationally the reduction of plastic is being looked at following the success of the charging for carrier bags initiative. In addition, the UK is required to achieve a national recycling rate of 50% by 2020, which is set by the EU. It is unknown how Brexit will affect the UK's obligation to meet this target.
- 1.5 As a result of the plan, residents and other interested key stakeholders will be engaged to recycle more materials more often through the existing kerbside recycling scheme. The plan will provide a clear and comprehensive schedule of actions including continuous engagement and education with the residents of NWL to create a change in recycling behaviour and ultimately a culture shift.
- 1.6 Primarily the plan will assist in reducing the volume of waste to landfill, whilst increasing material sent for recycling and composting.
- 1.7 Another outcome of the plan will be income generation. NWLDC successfully retained the value of its own recycling material from Leicestershire County Council (LCC) in April 2018 for 10 years. Therefore, additional recycling collected will result in increased income which is in turn invested back into services provided by the council.

2.0 CONSULTATION

- 2.1 Initial consultation to shape the document took place with a range of internal and external stakeholders, including the Policy Development Group, parish and towns councils, NWLDC teams and services and NWL residents.
- 2.2 On 19 September 2018 a presentation regarding the intentions of the Recycle more Plan was given to the Policy Development Group (PDG) for their scrutiny and feedback, which included;
 - Members welcomed the possibility of a food waste collection service for residents.
 - Members asked if there was an option of collecting recycling combined. It was confirmed that recycling collect separately generates significant income for the council, however the current recycling containers would be reviewed and a different recycling container system would be trialled.

- A Member commented that current recycling containers allow recyclables to escape during windy conditions causing a litter nuisance. It was confirmed the current recycling containers would be reviewed and a different recycling container system would be trialled.

2.3 On 6 June 2018 a presentation regarding the intentions of Recycle more... The Plan was given to the parish and town councils at the Parish Council Liaison meeting for their feedback. Some of the comments received during the meeting are summarised below;

- Clarification is need regarding what can and cannot be recycled, such as black plastic food trays.
- Current recycling containers allow recyclables to escape during windy conditions causing a litter nuisance.
- The household recycling rates have somewhat stagnated in recent years, therefore we need to revisit the way recycling is carried out.

2.4 Consultation has also taken place with residents in the district via an online survey between November 2018 and March 2019. There were 295 responses which have helped to shape the plan and will help guide future community engagement by the Recycle More Officer. Some of these responses are summarised below.

- 99% of residents who completed the survey currently recycle.
- The most popular materials which residents recycle, include plastics (99%), cardboard (97%), aluminium cans (97%) and glass (97%).
- The least popular items which residents recycle, are textiles (44%) and foil (43%). This suggests Recycle more... The Plan needs to target these two materials making residents aware they can be recycled using the kerbside collection service.
- 54% of residents surveyed recycle everything they can, but 40% are unsure about what items can be recycled. This demonstrates we need to provide clearer information and clarity about what can and cannot be recycled.
- To encourage residents to recycle more, 54% of residents would like clearer information regarding what can and cannot be recycled, 44% would like different recycling containers and 36% would like further information about what happens to recycling after it has been collected. *(Please note these responses add up to more than 100% as residents had the opportunity to provide more than one response).*
- 68% of residents would use a food waste collection service if Waste Services introduced one.
- 56% of residents are aware recycling is worth more when it is kept separate, 44% are not, therefore we need to provide more information regarding how the recycling is processed at our depot.
- 83% of residents would be willing to take part in any trials as part of Recycle more.

3.0 PLAN OVERVIEW

3.1 The overall vision of the plan is to encourage more residents to recycle more materials, more often.

3.2 To achieve the vision, six themes have been identified:

1. Reducing black bin waste

- Additional capacity for the disposal of nappies will no longer be offered (2019).
- Removal of additional capacity for nappies from households currently receiving the service (2020).
- Review and determine the size of black bins for households to reduce black waste and increase recycling (2020/21).
- Carry out trials to reduce the frequency of fortnightly black bin collections (2020/21).
- Implement the results from the trials of reducing the frequency of fortnightly black bin collections (2021/22).

2. Introducing food waste collections

- Carry out a food waste collection trial with a number of selected households in partnership with Leicestershire County Council (2019/20).
- Review the trial of food waste collections and if successful roll-out across the whole district (2020/21).

3. Increasing recycling collected

- Carry out a trial with 250 households of a stackable wheeled container system to make recycling easier, convenient and safer (2019/20).
- Review the trial of the stackable wheeled container system and roll-out across the district as appropriate (2020/21).
- Review the 45 mini recycling sites and the effectiveness of them alongside the kerbside recycling collection service. Look at ways of recycling tetra paks, nappies, small electrical items, pringle and toothpaste tubes at possible collection points (2019/20).
- Implement the findings from the mini recycling sites review (2020/21).
- Further promotion of textile recycling at the kerbside through possible partnership with a Leicestershire based charity (2019/20).
- Introduce household battery recycling on the kerbside recycling collection service (2019/20).
- Review the bulky waste collection service particularly focussing on items for reuse through partnerships with local charities and diverting items away from landfill (2019/20).
- Review the 76 communal sites for flats and apartments focussing on recycling containers and the use of them through targeted communications (2020/21).

4. Employers and employees

- Leading by example as all waste which is recyclable at the Council Offices will be diverted away from landfill. Adopting a no single use plastic policy (2019/20).
- Promoting our commercial recycling service to businesses in the district. Advising businesses best practice for diverting waste away from landfill (2019/20, 2020/21 & 2021/22).
- Effectively consult and engage with the Waste Services operational staff as they will be important ambassadors of Recycle more (2019/20, 2020/21 & 2021/22).

5. Changing hearts, minds and habits

- Focussed and targeted communications where recycling participation has been identified as lower (2019/20, 2020/21 & 2021/22).
- Ensure everyone is engaged with Recycle more through competitions, visits to schools and colleges, tours of the recycling depot, use of social media, signage on waste collection vehicles, community recycling champions, name the recycling vehicles and other initiatives (2019/20, 2020/21 & 2021/22).
- Promoting reuse for people who live and work in the district by partnership with local business and community groups - e.g. refillable water bottles and stations, reusable coffee cups and plastic free communities and businesses (2019/20, 2020/21 & 2021/22).
- Review of on street litter bins and on street recycling banks provided by NWLDC. Improve on the go recycling by partnering with businesses and charities supported by Business Focus (2020/21 & 2021/22).

6. New homes, new residents

- Encourage all new residents occupying new developments participate in recycling by using the council's kerbside recycling scheme, through consultation with the Planning team and developers ensuring recycling is easy and convenient for residents (2019/20, 2020/21 & 2021/22).

3.3 The plan links directly to the NWLDC (North West Leicestershire District Council) Delivery Plan 2019/20 regarding a number of key actions. These include;

- Increase recycling rates by 1% per annum.
- Achieve 50% recycling rates by 2023.

3.4 The plan also links directly to the Our Waste, Our Resources: A Strategy for England published by HM Government in December 2018, which is currently under consultation.

4.0 PLAN DELIVERY

4.1 In order to successfully deliver against the plan there needs to be an internal and external focus.

4.2 Internal

The project lead for Recycle more... The Plan will be the Waste Services Development Officer supported by the proposed Recycle More Officer, a newly created post that will assist in co-ordinating and promoting Recycle more... The Plan to a wide variety of stakeholders in North West Leicestershire. The Waste Services Team Manager will also support the delivery of the plan. The Head of Communities will have overall responsibility for the plan and its implementation.

The following teams will contribute to the delivery of the plan where appropriate: Waste Services, Communications, Property, Customer Services, Housing, Leisure ,Legal Services, Development Control, Planning, Performance, Community Focus, Business Development, Grounds Maintenance, Environmental Protection

4.3 **External**

The plan is for the district and relies on support and engagement from partners and stakeholders such as parish and town councils, community groups and organisations, residents, businesses and other service providers, such as Leicestershire County Council (LCC).

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Recycle
more...

The Plan

An overview



Who can forget the images of Blue Planet II and the powerful messages the series conveyed about the impact that man is having on the planet? David Attenborough talks powerfully about the need for everyone to play their part. A straw here, a bag there. It may only be small but change can happen with everyone's help.

Waste costs. It costs the environment, it costs to dispose of. And yet much of it can be recycled, making a massive contribution to the use of the world's resources.

North West Leicestershire would like to set a target of household recycling of 50% by 2022.

Given all the examples of best practice and guidance from across the world, North West Leicestershire aspires to be the best it can at reducing the amount of waste which goes to landfill.

This requires us to follow the three Rs of recycling – REDUCE, REUSE and RECYCLE

Looking around the world there are some excellent large-scale recycling campaigns, as well as amazing examples of how just one or two people can make a difference.

Some countries have ambitious recycling targets. Wales aims to achieve zero waste by 2050 and is currently the second highest recycler of household waste in the world behind Germany. We need to aim to mirror their efforts.

Our Recycle more... plan is about how we can make steps to increase our recycling rate and reduce what goes to landfill. It sets out some of our initiatives to do this.



Government strategy

In December 2018 the UK Government published a draft of its strategy 'Our Waste, Our Resources: A Strategy for England'. This is under consultation until May 2019.

The strategy:

"Seeks to redress the balance in favour of the natural world. Our goal is to move to a more circular economy which keeps resources in use for longer. For that to happen, we must all reduce, reuse and recycle more than we do now."

It aims to do that by

- Reducing the use of single-use plastics
- Making household recycling easier and clearer
- Reducing packaging and food waste
- Tackling more sustainable production
- Reducing waste crime
- Embracing innovation.



Barriers to recycling

There are many reasons why people do not recycle.

At the moment 54% of waste collected from households in North West Leicestershire goes to landfill.

Recycling is very age-dependent. Primary school children are very conscious about recycling and the impact on the environment, and older people recycle well. But a national study done by Serco and Future Thinking in 2016 found there was a 30% gap between the amount that 16 – 34 year olds recycle and those over 75 years old. The study illustrates that millennials are significantly more confused than other age groups about what can and can't be recycled. We need to effectively target this age group using a wide variety of tools, including social media.

Recycle more... aims to remove or reduce the barriers to recycling.

Research shows that there are some common reasons for not recycling. According to WRAP these are:

- **Physical** – containers for collecting recycling are unsuitable, there is no space for storage, collections are unreliable, people have no way of getting to recycling sites
- **Behavioural** – people are too busy, they struggle with establishing a routine for sorting out recycling, they forget to put it out
- **Lack of knowledge** – not knowing what can be recycled, not understanding how their local recycling scheme works
- **Attitudes and perceptions** – not believing recycling is good for the environment, not wanting to sort waste, not feeling personally rewarded for recycling.

Community consultation

In late 2018/early 2019, we asked residents in North West Leicestershire to complete an online survey for their views on recycling.

The responses we received tell us:

People are comfortable recycling plastics, aluminium cans, cardboard and glass

44% would like different recycling containers

People are confused about how to recycle textiles, Tetrapaks and tin foil

36% would like further information about what happens to recycling after it has been collected

Almost 70% of people would like to recycle their food waste

56% of residents are aware recycling is worth more when it is kept separate, 44% are not

54% of residents surveyed recycle everything they can, but 40% are unsure about what can be recycled

83% of residents would be willing to take part in any trials as part of Recycle more...

54% of residents would like clearer information regarding what can and can't be recycled

This knowledge has helped us to shape our Recycle more... Action Plan which sets out what we want to do in the next three years to help increase recycling and reduce landfill.

Some of the big challenges

On-the-go recycling

Being out and about means that you are more likely to use single-use items.

People use more coffee cups, sandwich wrappers and plastic bags than normal and they need to dispose of these items.

On-street recycling bins could be the answer to helping people recycle these things, but we have previously found levels of contamination with non-recyclable items has been very high. We have had to remove these bins in the past.

New solutions are needed to encourage people to recycle when they are out and about.

Plastic-free communities

In December 2017 Penzance became the first place in the world to be given 'Plastic-free Community' status by the campaign group Surfers Against Sewage. Since that time a further 402 communities have joined them in achieving this accolade.

The Plastic-free Communities movement aims to change the way people think about plastic, encouraging councils, local businesses, schools and community groups to help drive that change.

The movement aims to reduce our reliance on single-use plastics; like straws, bottles, takeaway cups, bags, cutlery, condiment sachets, takeaway food boxes.

Reduce, Reuse, Recycle

Some items are difficult to recycle because of the range of materials they contain.

New technology is regularly being deployed to minimise the impact that packaging and other items have on the environment. This includes edible cutlery, water bottles made from algae, recycling of crisp packets and toothpaste tubes amongst many other items.

There are a whole range of different things that can be set up in local communities:

- Community composting schemes
- Fixing bikes, sports equipment or furniture
- Community swap shops for clothes, books etc.
- Garden community swap shops
- Monthly car boot sales for unwanted items
- Real Junk Food Cafés



What happens to your waste?

North West Leicestershire District Council (NWLDC) is responsible for collecting waste and recycling.

NWLDC also offers a commercial service for the collection of waste and recycling from businesses, with a 19% market share.

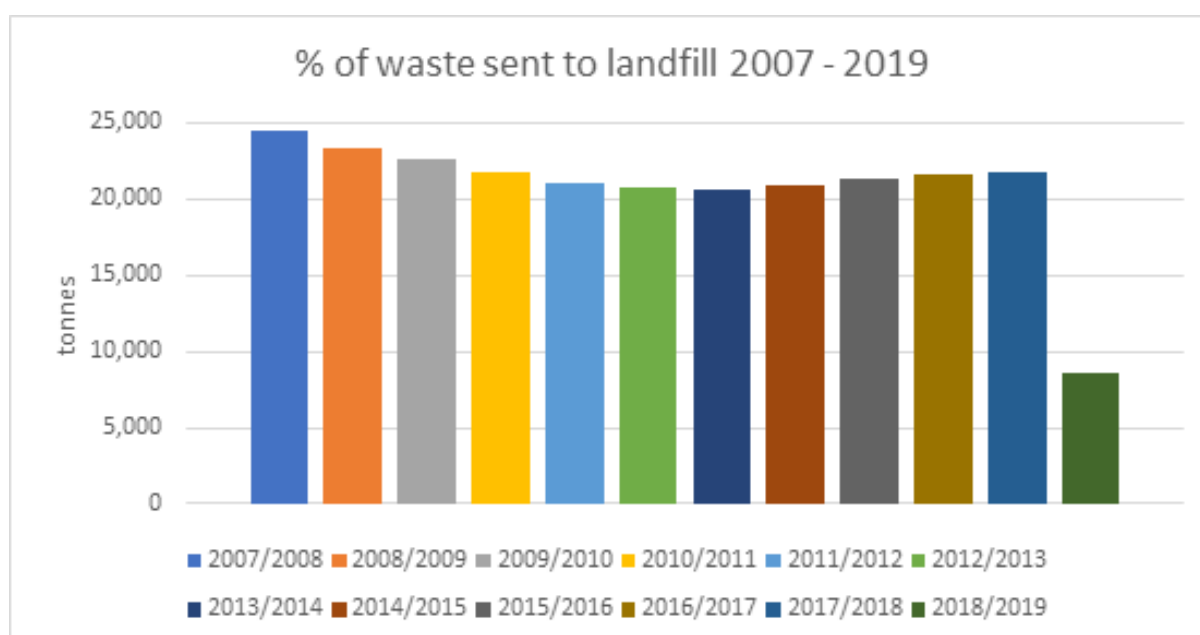
Leicestershire County Council (LCC) is responsible for re-use, treatment and the disposal of the recycling and waste that is collected.

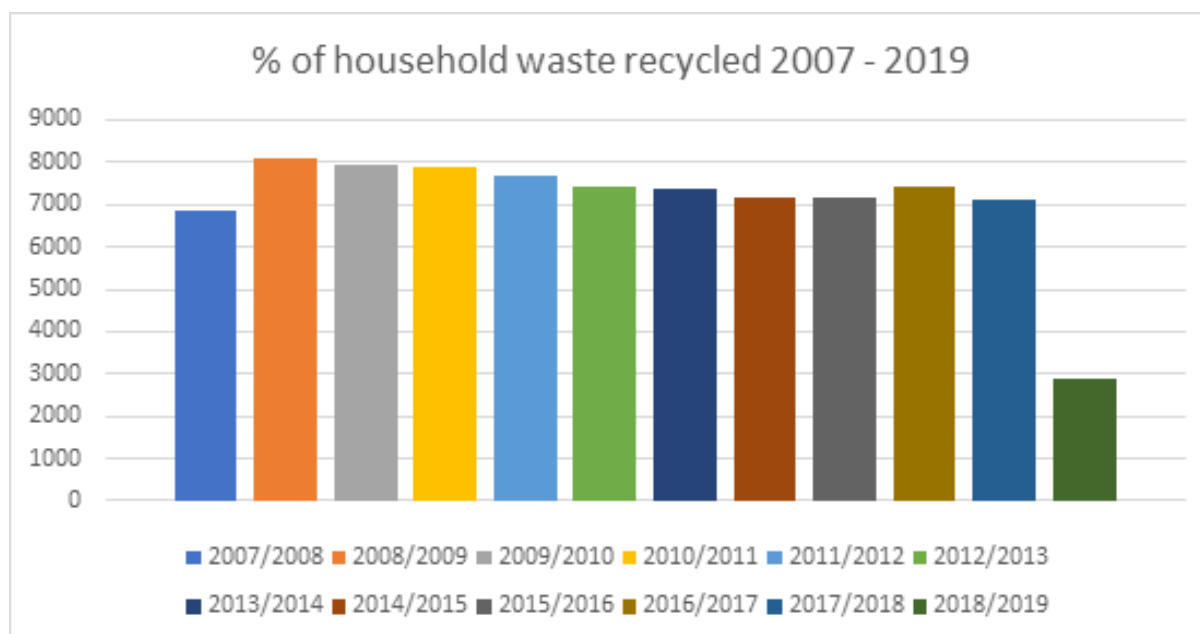
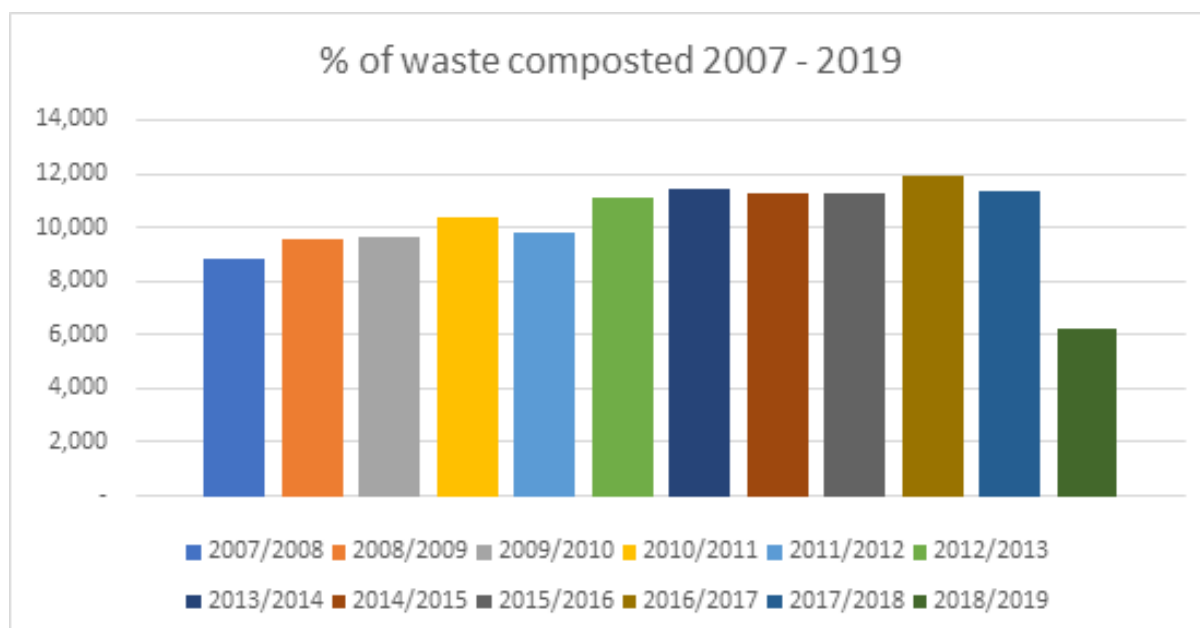
LCC works closely with the seven district and borough councils in the county and Leicester City Council on the collection and disposal of waste and recycling.

Recycling in NWLDC is slightly above the national average (45.7% in 2017), but is the second lowest in Leicestershire.

In 2016/17 NWLDC sent 21,000 tonnes of refuse to landfill – this has been increasing steadily since 2012/13, whilst the amount that is recycled has been dropping. Composting levels have stayed steady in recent years.

In September 2018 LCC carried out an analysis of waste generated by households in the district and it found that much of the waste is recyclable. It found 34% of the waste is food, therefore we'll be trialling food waste collections for households.





There are significant variations in recycling participation across North West Leicestershire:

The highest areas are:

1. Breedon on the Hill
2. Osgathorpe
3. Packington
4. Thringstone
5. Castle Donington

The lowest areas are:

1. Swannington
2. Peggs Green
3. Albert Village
4. Measham
5. Hugglescote

People in North West Leicestershire are required to sort their recycling at home.

Pre-sorting recycling has many benefits. It's safer for our crews who work hard in all weathers to collect recycling.

The high quality sorted recycling means NWLDC receives a higher price for it, generating around £500,000 income each year, which is invested back into council services.

We know some people find it confusing and challenging to sort their recycling, with 40% of residents telling us in a recent survey that they were confused about what can and cannot be recycled.

We are reviewing the recycling containers currently provided to residents and carrying out trials on alternative options for the different kinds of recycling we collect.



What we would like to do

We are looking at a number of initiatives to help improve our recycling rates:

- Review recycling containers provided to residents
- Reviewing the size of domestic waste bins, including those given to families using nappies
- Encouraging reuse of items that might otherwise go to landfill
- Encouraging textile recycling through local charities
- Introduction of household collection of batteries as part of the kerbside recycling collection service
- Developing partnerships with local charities to reduce the amount of bulky waste sent to landfill, which could have a second life and be re-used
- Introducing food waste collections
- Reviewing how our mini recycling sites are operated
- Increasing the number of rounds in response to increase housing
- Increasing our market share of the commercial waste and recycling collection we provide for businesses
- Reduce reliance on solid fuel heating in our council homes
- Improving collection and recycling rates from communal properties where there may be a higher than average number of people living with disabilities and mental health concerns, and a high turnover of residents

- Improving recycling where the main household language is not English



Improving recycling is everyone's responsibility. We need to look at ways we can work closer with key partners to encourage more people to become more closely engaged to recycle more.

We have identified a number of different partners who we can work with, including:

- Parish and town councils
- Leicestershire County Council
- Schools and colleges
- Resident recycling ambassadors and champions
- Local community and volunteer groups
- Local businesses
- Crews
- Council staff
- Housing associations
- Local charities

We have already started a pilot project within NWLDC to demonstrate best practice. Simple things like removing single-use plastic cups from water coolers and strategically locating new recycling bins can make a significant difference when recycling within an office environment.

We would like other workplaces to take similar action to recycle more.



Action plan

Our action plan focuses on six key themes over the next three years to make sure everyone in North West Leicestershire can contribute to recycling more:

- Reducing black bin waste
- Food waste recycling
- Increasing recycling
- Employers and employees
- Changing hearts, minds and habits
- New homes, new residents

This is not the NWLDC plan - it is everyone's plan.

Contact us

Email: recycling@nwleicestershire.gov.uk

Visit: www.nwleics.gov.uk/recyclemore



@NWLEnviro

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Action Plan



Recycling more, reducing waste...

This Action Plan supports the Recycle more plan. It focuses on each theme of the plan of which there are a number of actions listed below.

Year 1 - 2019/20

| Theme | Action | | | Support | Date of action |
|--|--------|------------------------------------|---|--|----------------------|
| <div>161</div> <div>1 Reducing black bin waste</div> | 1.1 | Additional capacity for black bins | Additional capacity for the disposal of nappies will no longer be offered. | <ul style="list-style-type: none"> Alternative disposal options for nappies Promotion of Leicestershire County Council's reusable nappy scheme | Spring 2019 |
| | 1.2 | Additional capacity for black bins | Removal of additional capacity for nappies from households currently receiving the service. | <ul style="list-style-type: none"> Alternative disposal options for nappies Promotion of Leicestershire County Council's reusable nappy scheme | Summer 2019 |
| <div>2 Food waste recycling</div> | 2.1 | Introducing food waste collections | Carry out a food waste collection trial with a number of selected households in partnership with Leicestershire County Council. | <ul style="list-style-type: none"> Encourage and promote recycling Communications campaign for selected households explaining how food waste collections will work | Autumn & Winter 2019 |

| | | | | | |
|---|-----|----------------------------------|--|---|-------------------------------|
| <div>3</div> <div>Increasing recycling</div> | 3.1 | Recycling containers | Carry out a trial with 250 households of a stackable wheeled container system to make recycling easier, convenient and safer. | <ul style="list-style-type: none"> • Communications campaign for selected households explaining how the new container system will work | Summer & Autumn 2019 |
| | 3.3 | Mini recycling sites | Review the 45 mini recycling sites and the effectiveness of them alongside the kerbside recycling collection service. Look at ways of recycling tetra paks, nappies, small electrical items, pringle and toothpaste tubes at possible collection points. | <ul style="list-style-type: none"> • Communications campaign | Spring & Summer 2019 |
| | 3.6 | Textile recycling | Further promotion of textile recycling at the kerbside through possible partnership with a Leicestershire based charity. | <ul style="list-style-type: none"> • Communications campaign | Spring 2019 |
| | 3.7 | Battery recycling | Introduce household battery recycling on the kerbside recycling collection service. | <ul style="list-style-type: none"> • Communications campaign | Spring & Summer 2019 |
| | 3.8 | Bulky waste collections | Review the bulky waste collection service particularly focussing on items for reuse through partnerships with local charities and diverting items away from landfill. | <ul style="list-style-type: none"> • Communications campaign | Autumn & Winter 2019 |
| <div>4</div> <div>Employers and employees</div> | 4.1 | NWLDC | Leading by example as all waste which is recyclable at the Council Offices will be diverted away from landfill. Adopting a no single use plastic policy. | <ul style="list-style-type: none"> • Communications campaign with NWLDC employees | Spring 2019 |
| | 4.2 | Businesses | Promoting our commercial recycling service to businesses in the district. Advising businesses best practice for diverting waste away from landfill | <ul style="list-style-type: none"> • Promoting commercial recycling service • Advice for local business regarding recycling | 2019/20 2020/21 2021/22 |
| | 4.3 | Waste Services operational staff | Effectively consult and engage with the Waste Services operational staff as they will be important ambassadors of Recycle more | <ul style="list-style-type: none"> • Consultation and engagement with Waste Services operational staff | 2019/20 |

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|--|-----|------------------------------|---|--|-------------------------------|
| 5 Changing hearts, minds and habits | 5.1 | Recycle more engagement | Ensure everyone is engaged with Recycle more through competitions, visits to schools and colleges, tour of the recycling depot, use of social media, signage on vehicles, community recycling champions, name the recycling vehicles and other initiatives. | <ul style="list-style-type: none"> • Communications campaign | 2019/20 2020/21 2021/22 |
| | 5.2 | Promoting kerbside recycling | Focussed and targeted communications where recycling participation has been identified as lower | <ul style="list-style-type: none"> • Targeted communications campaign | 2019/20 2020/21 2021/22 |
| | 5.3 | Promoting reuse | Promoting reuse for people who live and work in the district by partnership with local business and community groups - e.g. refillable water bottles and stations, reusable coffee cups and plastic free communities and businesses | <ul style="list-style-type: none"> • Communications campaign • Partnering with businesses and community groups | 2019/20 2020/21 2021/22 |
| 6 Housing growth | 6.1 | New homes, new residents | Ensure all new residents occupying new developments participate in recycling by using the council's kerbside recycling scheme, through consultation with the Planning team and developers ensuring recycling is easy and convenient for residents. | <ul style="list-style-type: none"> • Working with the Planning team ensuring recycling is easy and convenient on new developments | 2019/20 2020/21 2021/22 |

Target: to increase recycling by 3% between 2019/20 and 2021/22

Please note: this Action Plan could be subject to change due to the publication by Defra of "Our Waste, Our Resources: A Strategy for England" in December 2018 which is available below. The strategy is subject to consultation before being adopted, but is likely to impact on the collection of household waste, recycling, green waste and the processing of it. Any changes made to the Action Plan subsequently will be made publically available.

[Our Waste, Our resources: a strategy for England](#)



Action Plan



Recycling more, reducing waste...

This Action Plan supports the Recycle more plan. It focuses on each theme of the plan of which there are a number of actions listed below.

Year 2 - 2020/21

| Theme | Action | | | Support | Date of action |
|--|--------|---|--|--|-------------------------|
| <div>170</div> <div>Reducing black bin waste</div> | 1.1 | Capacity of black bins | Review and determine the size of black bins for households to reduce black waste and increase recycling. | <ul style="list-style-type: none"> Encourage and promote recycling Communications campaign | Spring & Summer 2020/21 |
| | 1.2 | Reduce frequency of black bin collections | Carry out trials to reduce the frequency of fortnightly black bin collections. | <ul style="list-style-type: none"> Encourage and promote recycling Communications campaign | Autumn & Winter 2020/21 |
| <div>Food waste recycling</div> | 2.2 | Introducing food waste collections | Review the trial of food waste collections and if successful roll-out across the whole district. | <ul style="list-style-type: none"> Communications campaign for all households explaining how food waste collections will work | 2020/21 |

| | | | | | |
|----------------------------|-----|----------------------------------|--|---|-------------------------------|
| 3 Increasing recycling | 3.2 | Recycling containers | Review the trial of the stackable wheeled container system and roll-out across the district as appropriate. | <ul style="list-style-type: none"> Communications campaign for households explaining how the new container system will work | 2020/21 |
| | 3.4 | Mini recycling sites | Implement the findings from the mini recycling sites review. | <ul style="list-style-type: none"> Communications campaign | 2020/21 |
| | 3.5 | Communal sites | Review the 76 communal sites for flats and apartments focussing on recycling containers and the use of them through targeted communications. | <ul style="list-style-type: none"> Communications campaign | 2020/21 |
| 4 Employers and employees | 4.2 | Businesses | Promoting our commercial recycling service to businesses in the district. Advising businesses best practice for diverting waste away from landfill. | <ul style="list-style-type: none"> Promoting commercial recycling service Advice for local business regarding recycling | 2019/20 2020/21 2021/22 |
| | 4.3 | Waste Services operational staff | Effectively consult and engage with the Waste Services operational staff as they will be important ambassadors of Recycle more. | <ul style="list-style-type: none"> Consultation and engagement with Waste Services operational staff | 2019/20 2020/21 2021/23 |
| 5 Hearts, minds and habits | 5.1 | Recycle more engagement | Ensure everyone is engaged with Recycle more through competitions, visits to schools and colleges, tours of the recycling depot, use of social media, signage on vehicles, community recycling champions, name the recycling vehicles and other initiatives. | <ul style="list-style-type: none"> Communications campaign | 2019/20 2020/21 2021/22 |
| | 5.2 | Promoting kerbside recycling | Focussed and targeted communications where recycling participation has been identified as lower. | <ul style="list-style-type: none"> Targeted communications campaign | 2019/20 2020/21 2021/22 |

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|------------------------------|-----|-------------------------------|--|--|-------------------------------|
| 5 Changing h and h | 5.3 | Promoting reuse | Promoting reuse for people who live and work in the district by partnership with local businesses and community groups - e.g. refillable water bottles and stations, reusable coffee cups and plastic free communities and businesses. | <ul style="list-style-type: none"> • Communications campaign • Partnering with businesses and community groups | 2019/20 2020/21 2021/22 |
| | 5.4 | Promoting on the go recycling | Review of on street litter bins and on street recycling banks provided by NWLDC. Improve on the go recycling by partnering with businesses and charities supported by Business Focus. | <ul style="list-style-type: none"> • Communications campaign and partnering with businesses | 2020/21 2021/22 |
| 6 Housing growth | 6.1 | New homes, new residents | Ensure all new residents occupying new developments participate in recycling by using the council's kerbside recycling scheme, through consultation with the Planning team and developers ensuring recycling is easy and convenient for residents. | <ul style="list-style-type: none"> • Working with the Planning team ensuring recycling is easy and convenient on new developments | 2019/20 2020/21 2021/22 |

Target: to increase recycling by 3% between 2019/20 and 2021/22

Please note: this Action Plan could be subject to change due to the publication by Defra of "Our Waste, Our Resources: A Strategy for England" in December 2018 which is available below. The strategy is subject to consultation before being adopted, but is likely to impact on the collection of household waste, recycling, green waste and the processing of it. Any changes made to the Action Plan subsequently will be made publically available.

[Our Waste, Our resources: a strategy for England](#)

Recycling more, reducing waste...

This Action Plan supports the Recycle more plan. It focuses on each theme of the plan of which there are a number of actions listed below.

Year 3 - 2021/22

| Theme | Action | | | Support | Date of action |
|--|--------|---|---|---|-------------------------------|
| <div>173</div> <div>1 Reducing black bin waste</div> | 1.5 | Reduce frequency of black bin collections | Implement the results from the trials of reducing the frequency of fortnightly black bin collections. | <ul style="list-style-type: none"> • Encourage and promote recycling • Focussed communications campaign | 2021/22 |
| | 4.2 | Businesses | Promoting our commercial recycling service to businesses in the district. Advising businesses best practice for diverting waste away from landfill. | <ul style="list-style-type: none"> • Promoting commercial recycling service • Advice for local business regarding recycling | 2019/20 2020/21 2021/22 |
| <div>4 Employers and employees</div> | 4.3 | Waste Services operational staff | Effectively consult and engage with the Waste Services operational staff as they will be important ambassadors of Recycle more. | <ul style="list-style-type: none"> • Consultation and engagement with Waste Services operational staff | 2019/20 2020/21 2021/22 |

| | | | | | |
|---|-----|-------------------------------|--|--|-------------------------------|
| <div>5</div> <div>Changing hearts, minds and habits</div> | 5.1 | Recycle more engagement | Ensure everyone is engaged with Recycle more through competitions, visits to schools and colleges, tours of the recycling depot, use of social media, signage on vehicles, community recycling champions, name the recycling vehicles and other initiatives. | • Communications campaign | 2019/20 2020/21 2021/22 |
| | 5.2 | Promoting kerbside recycling | Focussed and targeted communications where recycling participation has been identified as lower. | • Targeted communications campaign | 2019/20 2020/21 2021/22 |
| | 5.3 | Promoting reuse | Promoting reuse for people who live and work in the district by partnership with local businesses and community groups - e.g. refillable water bottles and stations, reusable coffee cups and plastic free communities and businesses. | • Communications campaign • Partnering with businesses and community groups | 2019/20 2020/21 2021/22 |
| | 5.4 | Promoting on the go recycling | Review of on street litter bins and on street recycling banks provided by NWLDC. Improve on the go recycling by partnering with businesses and charities supported by Business Focus. | • Communications campaign and partnering with businesses | 2020/21 2021/22 |
| <div>6</div> <div>Housing growth</div> | 6.1 | New homes, new residents | Ensure all new residents occupying new developments participate in recycling by using the council's kerbside recycling scheme, through consultation with the Planning team and developers ensuring recycling is easy and convenient for residents. | • Working with the Planning team ensuring recycling is easy and convenient on new developments | 2019/20 2020/21 2021/22 |

Target: to increase recycling by 3% between 2019/20 and 2021/22

Please note: this Action Plan could be subject to change due to the publication by Defra of "Our Waste, Our Resources: A Strategy for England" in December 2018 which is available below. The strategy is subject to consultation before being adopted, but is likely to impact on the collection of household waste, recycling, green waste and the processing of it. Any changes made to the Action Plan subsequently will be made publically available.

[Our Waste, Our resources: a strategy for England](#)

Please note: this Action Plan could be subject to change due to the publication by Defra of "Our Waste, Our Resources: A Strategy for England" in December 2018 which is available below. The strategy is subject to consultation before being adopted, but is likely to impact on the collection of household waste, recycling, green waste and the processing of it. Any changes made to the Action Plan

[Our Waste, Our resources: a strategy for England](#)

Recycle more...

communication strategy

May 2019 – March 2022

| | |
|---|--------------------|
| 1 | Situation analysis |
| 2 | Objectives |
| 3 | Audience insight |
| 4 | Key messages |
| 5 | Key dates |
| 6 | Action plan |
| 7 | Risks |
| 8 | Budget |
| 9 | Evaluation |

1. Situation analysis

The campaign: NWLDC aims to increase levels of recycling across the district – household, business, NWLDC, 'on the go' etc. - and reduce waste that is sent to landfill through its Recycle more... campaign. The aim is for 50% of waste collected to be recycled by 2023.

Demographic / customer data:

Population: 98,400. Households: 3,100 projected housing growth for the next five years.

We have street by street recycling data showing the top performing and worst performing streets (participation levels not recycling rates).

The national picture:

Recycling is a hot topic nationally. Shocking scenes on Blue Planet II raised its profile massively and 'single-use plastic' was the most used phrase of 2018.

Michael Gove Environmental Minister – released the [Waste and Resources White Paper in](#) late 2018 (currently under consultation) – this states Government intentions in terms of increasing recycling and reducing the amount of waste sent to landfill. The White Paper details:

1. Extended producers' responsibility – companies will have to pay and put in infrastructure to collect non-recyclables to try and stop them using those materials to avoid the tax (e.g. black plastic – Quorn are now using clear plastic, not black) Packaging must be 30% recyclable – local authorities may receive the tax taken from this. Local collection authorities will receive income for collecting recyclables – which has been paid by manufacturers.
2. Deposit return scheme – plastic bottles, cans and other 'on the go' items will have additional charges which can be redeemed when people take these back to deposit locations e.g. supermarkets (risk that people will remove this waste from their kerbside recycling, which would affect our recycling rate – also risk of people looting other people's recycling!)
3. Standardised recycling items across the UK – to reduce confusion amongst residents about what they can and can't recycle.

Government has also indicated that local authorities should collect food waste separately on a weekly basis (with the aim to ban food waste from landfill by 2030) and to collect garden waste for free to reduce this going to landfill. Green waste collection is not currently a statutory duty.

Local information:

The current NWLDC household recycling rate is 46.7% (for 2016/17) - this has been roughly static for the last five years. This includes green waste sent for composting.

Recycling is collected using the following containers - **red box – glass, red box – plastics, cans and tins, blue bag paper, yellow bag – cardboard, green bin – garden waste** (will soon be black with green lid). **Black bin - domestic waste** and any carrier bag – textiles.

At the depot, we separate cans, tins and plastics. Glass stays mixed. Paper stays loose and we bale cardboard. Our income from recycling is around £500,000 (we tender every two months to buyers who bid for our recycling).

Food waste makes up on average 34%* of black bin waste – so we should collect food waste if we wish to increase recycling. This would require specific containers / collection vehicles. By 2030 food waste will be banned from landfill. *Based on analysis of our black bin waste carried during September 2018 by Leicestershire County Council.

Co-mingling could increase recycling rates, but reduces income significantly. Contamination levels are higher – and the Government is going to be tougher on contamination soon. The working conditions in depots that sort co-mingled recycling are poor. There will come a time when non-sorted / contaminated recycling won't be worth much money.

Clean aluminium is worth £1,000 per tonne.

NWLDC is hiring a new Recycle more Officer who will be in post from May 2019 to engage with the community and tackle key recycling issues - e.g. communal bins and areas with low recycling participation.

On-the-go recycling doesn't seem to work – we have removed some on-street recycling bins as they're consistently contaminated and are reviewing how we can support on the go recycling.

2. Objectives

Organisational goals:

- To increase recycling rates to 50% by 2023
- To increase recycling rates by 1% year on year
- Reduce waste to landfill to 50% by 2023

Communication objectives:

- To raise awareness of recycling – at home, at work, on the go – amongst 100% of the district's population
- To change the behaviour of approximately 40 low performing streets – and support them to increase their recycling
- To directly engage with **XXX (TBC)** people – children, residents, workers
- To encourage personal responsibility for recycling

3. Audience insight - ideas

Residents

Promote what NWLDC staff are doing – leading by example
Video – appeal – using young person / people
Recycling blogger / vlogger
Street recycling challenge – measure participation – change display on street
Online competitions
Direct marketing – tags on bins ? Must be recycled/able
School engagement / competitions / games
Answers to all the boring questions! Infographics / short videos
Show personal household waste going to landfill – personal responsibility
Showing the recycling journey – use children to tell the story
Use bin crews to tell the story (need to change the culture of the staff to bring them on board – workforce plan)
Name the bin lorries competition
Tenancy agreements
Empty council home checklist – recycling containers and instructions
Estate agent / landlord education – inventory of recycling provision in properties
Recycling competition (good prizes!)

Businesses

Ranking scheme (like food hygiene) for businesses
Visuals given to businesses – to use on site and social media
Praise for businesses who have good recycling practices (publicity)
Plastic-free communities, businesses, schools...
Hilary Devey – owner of Pal-ex
Action pack for businesses – advisors – certification

Staff

Removing single use plastic
Recycling points in council offices

Visitors to the district

B&Bs, rented holiday accommodation – info packs
Conkers, Ashby Castle, Hicks Lodge – information points / recycling bins, info in destination brochures
On the go recycling points review

3. Audience insight

Target audiences:

The best ways of talking to / opening dialogue with them

Residents – split by where they live and who they are

Social media (Facebook, YouTube – paid and organic), website (blog / vlog), traditional media, newspaper ads, community publication ads, street recycling challenge, on street marketing (vehicles, banners), direct marketing (wheelie bin tags?), roadshows, stickers on bins and containers and updated household recycling information pack

Older people

Traditional media, tenant support officers, leaflets, waste collection calendars, roadshows, young people meeting older generation, residential homes, sheltered housing schemes (NWLDC housing, housing associations)

Younger people

- Children
- Teenagers

Beavers, Cubs, Brownies, schools, name the bin lorry competition, sports clubs, tours of depot
Instagram, Snapchat, YouTube, colleges,

Parents

Messaging to children, home competitions (recycling diary),

People whose first language isn't English

Refugee settlement programme, translated leaflets, community groups, Marlene Reid Centre, direct contact with speakers of other languages (to get ideas!)

Single people

Social media, website, community magazines, traditional media, WRAP toolkit [here](#)

Council tenants / tenants

TARAs, In Touch, housing officers, resident involvement, housing association events / magazines, estate agents

Flats (shared bin facilities) (often transient)

Household recycling information packs, signage, stickers on bins – case study [here](#)

Businesses – owners / managers / decision makers – practice within their own staff – how they run their business, Market traders

Business recycling achievement scheme (like good hygiene), plastic-free communities, free water refill scheme, free publicity for good practice, residential homes, face to face contact, Business Focus team, best practice , leisure centres

NWLDC staff

Changes to work environment (single use plastic, recycling points), education campaign to encourage home recycling

Harder to reach groups – people with disabilities

Supporting Leicestershire Families, community groups, Marlene Reid Centre

Visitors to the district

B&Bs, rented holiday accommodation – info packs. Conkers, Ashby Castle, Hicks Lodge

4. Key messages

- Launch of Recycle more...
- Stating the problem, what we need to do about it, asking for help
- What can and can't be recycled
- What goes where – and why!
- New collections (e.g. food waste, batteries, crisp packets)
- Recycling container pilot / new containers
- Thinking about what you buy in the first place e.g. glitter on cards, foil in wrapping paper
- The reasons behind the processes
- Personal household tonnage
- Seasonal purchases / recycling options – Easter, Christmas, Halloween, Valentines day
- Important to show progress – show that efforts are making a difference

5. Key dates

November 2018: Government White Paper – consultation ends May 2018

9 April 2019: Cabinet approval of Recycle more... the plan

May 2019: New recycling engagement officer role begins

May 2019: Launch of campaign

Spring and summer 2019: Launch of household battery collection at the kerbside

Summer and autumn 2019: Launch of new recycling container system trials

Autumn and winter 2019: Launch of food waste collection trials

6. Action plan: Communication toolbox

| Media | Digital | Internal | Marketing | Direct contact |
|--|--|--|--|---|
| <div>News releases</div> <div>Reactive statements</div> <div>Ceasing opportunities (e.g. national campaigns)</div> <div>Lighting up buildings green</div> <div>PR stunts</div> <div>Radio interviews</div> | <div>NWLDC website (inc. FAQs)</div> <div>Facebook posts (organic and paid)</div> <div>Facebook events</div> <div>Twitter posts (organic)</div> <div>YouTube videos</div> <div>Blog / vlog</div> | <div>i-Net articles / blogs</div> <div>Customer Services / frontline staff briefing notes</div> <div>Launch event (VIPs)</div> <div>Staff Roadshows</div> <div>Member bulletin</div> <div>Councillor induction day</div> | <div>Facebook adverts</div> <div>Facebook events</div> <div>Reception screens</div> <div>Posters / flyers</div> <div>Wheelie bin tags / stickers</div> <div>Local media adverts – newspapers / community mags</div> <div>On-street publicity (e.g. bin lorries, street sweepers, billboards), bus backs, bus stops</div> <div>Household recycling information pack</div> <div>Waste collection calendars</div> <div>Email signature – link click</div> <div>Flower beds!</div> | <div>School visits</div> <div>Roadshows (inc. district days)</div> <div>Street competition days</div> <div>Business visits</div> <div>Tenancy agreements</div> <div>Spring Clean events / community litter pickers</div> <div>Estates day</div> <div>Parish councils info pack / depot visits / parish fair / visits to parish council offices</div> <div>LCC campaigns</div> |

6. Action plan: Launch – TBC dependent on approval of Recycle more... The Plan

| Date | Action | Key message | Target audience | Responsible |
|------|--------|-------------|-----------------|-------------|
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6. Action plan 2019/20 TBC dependent on approval of Recycle more... The Plan

| Date | Action | Key message | Target audience | Responsible |
|------------------------|---|--|--|-------------|
| Spring 2019 | Additional capacity for the disposal of nappies will no longer be offered. | <ul style="list-style-type: none"> Alternative disposal options for nappies Promotion of Leicestershire County Council's reusable nappy scheme | Families with children in nappies | John Bright |
| Summer 2019 | Removal of additional capacity for nappies from households currently receiving the service. | <ul style="list-style-type: none"> Alternative disposal options for nappies Promotion of Leicestershire County Council's reusable nappy scheme | Households currently receiving the service | John Bright |
| Autumn and Winter 2019 | Carry out a food waste collection trial with a number of selected households in partnership with Leicestershire County Council. | <ul style="list-style-type: none"> Encourage and promote recycling Communications campaign for selected households explaining how food waste collections will work | NWL residents | John Bright |
| Summer and Autumn 2019 | Carry out a trial with 250 households of a stackable wheeled container system to make recycling easier, convenient and safer. | <ul style="list-style-type: none"> Communications campaign regarding how the new system will work | NWL residents | John Bright |
| Spring 2019 | Further promotion of textile recycling at the kerbside through possible partnership with a Leicestershire based charity. | <ul style="list-style-type: none"> Communications campaign encouraging residents recycle textiles more and how | NWL residents | John Bright |

6. Action plan 2019/20 TBC dependent on approval of Recycle more... The Plan

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| Date | Action | Key message | Target audience | Responsible |
|------------------------|--|---|----------------------------|-------------|
| Spring and Summer 2019 | Review the 45 mini recycling sites and the effectiveness of them alongside the kerbside recycling collection service. Look at ways of recycling tetra paks, nappies, small electrical items, pringle and toothpaste tubes at possible collection points. | <ul style="list-style-type: none"> • Communications campaign explaining most items can be recycled at the kerbside. • Communications campaign promoting where you can recycle more unusual items, e.g. Tetrapaks, crisp packets and toothpaste tubes. | NWL residents | John Bright |
| Spring and Summer 2019 | Introduce household battery recycling on the kerbside recycling collection service. | Communications campaign explaining how the service will work. | NWL residents | John Bright |
| Autumn and Winter 2019 | Review the bulky waste collection service particularly focussing on items for reuse through partnerships with local charities and diverting items away from landfill. | Communications campaign | NWL residents Charities | John Bright |
| Spring 2019 | NWLDC leading by example as all waste which is recyclable at the Council Offices will be diverted away from landfill. Adopting a no single use plastic policy | Communications campaign | NWLDC staff | John Bright |

6. Action plan 2019/20 TBC dependent on approval of Recycle more... The Plan

| Date | Action | Key message | Target audience | Responsible |
|------------------------|---|---|--|-------------|
| Throughout 2019/20 | Promoting our commercial recycling service to businesses in the district. Advising businesses best practice for diverting waste away from landfill | <ul style="list-style-type: none"> • Promoting commercial recycling service • Advice for local business regarding recycling | NWL businesses | John Bright |
| Throughout 2019/20 | Effectively consult and engage with the Waste Services operational staff as they will be important ambassadors of Recycle more | <ul style="list-style-type: none"> • Consultation and engagement with Waste Services operational staff | Waste Services operational staff | John Bright |
| Autumn and Winter 2019 | Ensure everyone is engaged with Recycle more through competitions, visits to schools and colleges, tour of the recycling depot, use of social media, signage on vehicles, community recycling champions, name the recycling vehicles and other initiatives. | Communications campaigns | NWL residents Charities | John Bright |
| Throughout 2019/20 | Focussed and targeted communications where recycling participation has been identified as lower | Focussed communications campaign encouraging lower performing areas to recycle more | NWLDC residents living in lower performing recycling areas | John Bright |

6. Action plan 2019/20

TBC dependent on approval of Recycle more... The Plan

| Date | Action | Key message | Target audience | Responsible |
|--------------------|--|---|--|-------------|
| Throughout 2019/20 | Promoting reuse for people who live, work and visitors district by partnership with local business and community groups - e.g. refillable water bottles and stations, reusable coffee cups and plastic free communities and businesses | <ul style="list-style-type: none">• Communications campaign• Partnering with businesses and community groups | People who live, work and visit the district | John Bright |
| Throughout 2019/20 | Ensure all new residents occupying new developments participate in recycling by using the council's kerbside recycling scheme, through consultation with the Planning team and developers ensuring recycling is easy and convenient for residents. | <ul style="list-style-type: none">• Communications campaign for residents occupying new developments | People who live on new developments | John Bright |

6. Action plan 2020/21 TBC dependent on approval of Recycle more... The Plan

| Date | Action | Key message | Target audience | Responsible |
|------------------------|--|--|--|-------------|
| Spring and summer 2020 | Review and determine the size of black bins for households to reduce black waste and increase recycling. | <ul style="list-style-type: none"> • Encourage and promote recycling • Communications campaign | NWL residents | John Bright |
| Autumn and winter 2020 | Carry out trials to reduce the frequency of fortnightly black bin collections. | <ul style="list-style-type: none"> • Encourage and promote recycling • Communications campaign | NWL residents | John Bright |
| 2020/21 | Review the trial of food waste collections and if successful roll-out across the whole district. | <ul style="list-style-type: none"> • Communications campaign for all households explaining how food waste collections will work | NWL residents | John Bright |
| 2020/21 | Review the trial of the stackable wheeled container system and roll-out across the district as appropriate. | <ul style="list-style-type: none"> • Communications campaign for households explaining how the new container system will work | NWL residents | John Bright |
| 2020/21 | Implement the findings from the mini recycling sites review. | <ul style="list-style-type: none"> • Communications campaign | NWL residents | John Bright |
| 2020/21 | Review the 76 communal sites for flats and apartments focussing on recycling containers and the use of them through targeted communications. | <ul style="list-style-type: none"> • Communications campaign for resident who occupy communal properties | NWL residents who occupy communal properties | John Bright |

6. Action plan 2020/21 TBC dependent on approval of Recycle more... The Plan

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| Date | Action | Key message | Target audience | Responsible |
|---------|--|---|--|-------------|
| 2020/21 | Promoting our commercial recycling service to businesses in the district. Advising businesses best practice for diverting waste away from landfill. | <ul style="list-style-type: none"> • Promoting commercial recycling service • Advice for local business regarding recycling | NWL businesses | John Bright |
| 2020/21 | Effectively consult and engage with the Waste Services operational staff as they will be important ambassadors of Recycle more. | <ul style="list-style-type: none"> • Consultation and engagement with Waste Services operational staff | Waste Services operational staff | John Bright |
| 2020/21 | Ensure everyone is engaged with Recycle more through competitions, visits to schools and colleges, tours of the recycling depot, use of social media, signage on vehicles, community recycling champions, name the recycling vehicles and other initiatives. | <ul style="list-style-type: none"> • Communications campaigns | NWL residents | John Bright |
| 2020/21 | Focussed and targeted communications where recycling participation has been identified as lower. | <ul style="list-style-type: none"> • Focussed communications campaign | NWLDC residents living in lower performing recycling areas | John Bright |

6. Action plan 2020/21 TBC dependent on approval of Recycle more... The Plan

| Date | Action | Key message | Target audience | Responsible |
|---------|--|--|--|-------------|
| 2020/21 | Promoting reuse for people who live and work in the district by partnership with local businesses and community groups - e.g. refillable water bottles and stations, reusable coffee cups and plastic free communities and businesses. | <ul style="list-style-type: none"> • Communications campaign • Partnering with businesses and community groups | People who live, work and visit the district | John Bright |
| 2020/21 | Promoting on the go recycling - review of on street litter bins and on street recycling banks provided by NWLDC. Improve on the go recycling by partnering with businesses and charities supported by Business Focus. | <ul style="list-style-type: none"> • Communications campaign and partnering with businesses | People who live, work and visit the district | John Bright |
| 2020/21 | Ensure all new residents occupying new developments participate in recycling by using the council's kerbside recycling scheme, through consultation with the Planning team and developers ensuring recycling is easy and convenient for residents. | <ul style="list-style-type: none"> • Communications campaign for residents occupying new developments | People who live on new developments | John Bright |

6. Action plan 2021/22 TBC dependent on approval of Recycle more... The Plan

| Date | Action | Key message | Target audience | Responsible |
|---------|--|---|--|-------------|
| 2021/22 | Implement the results from the trials of reducing the frequency of fortnightly black bin collections. | <ul style="list-style-type: none"> • Encourage and promote recycling • Communications campaign | NWL residents | John Bright |
| 2021/22 | Promoting our commercial recycling service to businesses in the district. Advising businesses best practice for diverting waste away from landfill. | <ul style="list-style-type: none"> • Promoting commercial recycling service • Advice for local business regarding recycling | NWL businesses | John Bright |
| 2021/22 | Ensure everyone is engaged with Recycle more through competitions, visits to schools and colleges, tours of the recycling depot, use of social media, signage on vehicles, community recycling champions, name the recycling vehicles and other initiatives. | <ul style="list-style-type: none"> • Communication campaigns | NWL residents | John Bright |
| 2021/22 | Focussed and targeted communications where recycling participation has been identified as lower. | <ul style="list-style-type: none"> • Targeted communications campaign | NWLDC residents living in lower performing recycling areas | John Bright |
| 2021/22 | Effectively consult and engage with the Waste Services operational staff as they will be important ambassadors of Recycle more. | <ul style="list-style-type: none"> • Consultation and engagement with Waste Services operational staff | Waste Services operational staff | John Bright |

6. Action plan 2021/22 TBC dependent on approval of Recycle more... The Plan

| Date | Action | Key message | Target audience | Responsible |
|---------|--|--|---|-------------|
| 2021/22 | Promoting reuse for people who live and work in the district by partnership with local businesses and community groups - e.g. refillable water bottles and stations, reusable coffee cups and plastic free communities and businesses. | <ul style="list-style-type: none"> • Communications campaign • Partnering with businesses and community groups | People who live, work or visit the district | John Bright |
| 2021/22 | On the go recycling by reviewing on street litter bins and on street recycling banks provided by NWLDC. Improve on the go recycling by partnering with businesses and charities supported by Business Focus. | <ul style="list-style-type: none"> • Communications campaign • Partnering with businesses and community groups | People who live, work or visit the district | John Bright |
| 2021/22 | Ensure all new residents occupying new developments participate in recycling by using the council's kerbside recycling scheme, through consultation with the Planning team and developers ensuring recycling is easy and convenient for residents. | <ul style="list-style-type: none"> • Working with the Planning team ensuring recycling is easy and convenient on new developments | Residents who live on new developments | John Bright |

7. Risks

195

Risk

People are confused about what can and can't be recycled in our district

Recycling increases – leads to overflowing bins and littering and increases costs of service (requests for new containers etc.)

Deposit return scheme has negative impact on NWLDC recycling rate and income

People feel alienated and don't recycle more

Current negativity about recycling containers increases as people are being asked to recycle more

Mitigation

Clear messaging – online, infographics, stickers on bins / containers, 'how to' videos, recycling calendars, household information pack. Make sure this includes details of what *can't* be recycled, as well as what can

Close monitoring of complaints (formal and informal) and feedback from crews on collections. Monitoring of budget.

Consultation response to include feedback on how this might affect recycling rates.

Consideration of messaging – targeted to particular audiences. Range of communication tools used to reach different people

Review and pilot of containers (250 households), education about reasons for separate containers

8. Budget (indicative – to support action plan)

| | |
|---------------------------------------|-------------------------|
| ½ page advert in Coalville Times | £450 |
| Facebook adverts x TBC | £100 per ad |
| Printing of posters | £50 (for 100) |
| Printing of leaflets | £100 (for 5,000) |
| Printing of postcards | £50 (for 1,000) |
| Vinyl banners | £60 each |
| Recycling calendars | £1,700 |
| Wheelie bin tags | £1,500 |
| Vehicle stickers | £ TBC |
| Billboards / bus shelters / bus backs | £ TBC |

TOTAL

£15,000

9. Media – evaluation

Media objectives: to contribute to overall communications strategy by:

- Achieving coverage of at least one of three key messages in all coverage
- Achieving coverage in two major local newspapers – Coalville Times and Leicester Mercury
- Achieving positive radio coverage
- Responding to journalists' enquiries promptly and accurately

Target audiences: All audiences (adults)

Inputs

¹⁹⁷
XX news releases

XX reactive statements

XX PR stunts

Outputs

Critical information
carried in XX% of
coverage – newspapers
and community
publications

Targeted print coverage
in XX

XX radio interviews

Outtakes

Positive sentiments
achieved in XX% media
coverage

XX visits to website
landing page using direct
URL

Outcomes

9. Digital – evaluation

Digital objectives: to contribute to overall communications strategy by:

- Successfully communicating all key messages across digital channels – owned social media and www.nwleics.gov.uk
- Achieving an overall engagement rate on social media of >1%
- Correcting inaccurate information that circulates on social media

Target audiences: All audiences

Inputs

XX¹⁹⁸ videos produced

XX infographics, photos and text developed for website and social media

Content for XX web pages drafted

Outputs

XX organic Facebook posts

XX tweets

XX YouTube videos

XX responsive / corrective comments on social media

XX web pages maintained

Outtakes

Facebook: XX likes, XX shares (XX content most shared). Comments XX% positive. XX link clicks. Engagement rate of XX%

Twitter: XX retweets, XX likes. XX link clicks. Engagement rate of XX%

XX web page visits

Outcomes

9. Internal – evaluation

Internal objectives: to contribute to overall communications strategy by:

- Informing staff of the plans so they can accurately inform their own contacts / become customers and / or ambassadors for the project
- Ensuring members are kept informed of the project so they can accurately inform their own contacts / become customers and / or ambassadors for the project

Target audiences: Staff, members

Inputs

Messages and content drafted for i-Net

Content for Staff Roadshows

Portfolio holder briefing notes

Content for member bulletin

Materials drafted for councillor induction day

Outputs

XX articles / blogs on i-Net

Content used in XX Staff Roadshows

XX portfolio holder briefings arranged

XX articles in Member Bulletin

Attendance at councillor induction event

Outtakes

XX staff at roadshows

XX reads / likes / comments on blogs / i-Net articles

XX councillors briefed at induction event

Outcomes

9. Marketing – evaluation

Marketing objectives: to contribute to overall communications strategy by:

- Creating marketing material that will be seen by key target audiences
- e.g driving people to click on the dedicated web page at www.nwleics.gov.uk/recyclemore
- Limiting enquiries from households with targeted, detailed marketing
- Encouraging uptake of new recycling opportunities (e.g. food waste) with targeted marketing

Target audiences: All audiences

Inputs

XX Facebook adverts designed

XX Facebook events created

XX reception screen adverts designed

XX wheelie bin stickers designed

XX posters / flyers / on-street publicity designed

XX print adverts designed

XX waste collection calendars designs

XX email signatures designed

XX flower beds designed

Outputs

XX Facebook adverts promoted for XX weeks

XX Facebook events promoted for XX weeks

Adverts on reception screens for XX weeks

Adverts in XX local publications

XX wheelie bin stickers deployed

XX waste calendars distributed

Email signatures deployed for XX staff

XX flower beds planted

Outtakes

Facebook: XX clicks on adverts

XX online event attendees

XX web page visits

Outcomes

9. Direct contact – evaluation

Direct contact objectives: to contribute to overall communications strategy by:

- Speaking directly to key audiences – children, families, businesses and parish councils
- Holding a wide range of face to face opportunities

Target audiences: Children, families, businesses and parish councils

Inputs

XX school packages designed

XX roadshow materials

XX ²⁰/₁₀₀ streets competitions designed

XX business packages designed

Tenancy agreement messaging agreed

XX spring clean materials

XX estates days materials

XX Materials created for parish council info packs and parish fairs, invitations for depot visits.

Outputs

XX school visits

XX roadshows

XX streets taking part in targeted competitions

XX business visits

Messaging included in tenancy agreements

XX spring clean events

XX estates days held

XX parish council info packs. XX invitations for depot visits. XX parish fairs. XX visits to parish councils

Outtakes

XX school children engaged

XX people at roadshows

XX street competition residents engaged

XX staff engaged at businesses

XX new tenancy agreements issued

XX people attended spring clean events

XX people engaged during estates days

XX info packs distributed. XX people visit depot. XX people engaged at parish fair.

Outcomes

9. Evaluation - organisational impact

202

- 2020 recycling rate: 48%
- 2021 recycling rate: 49%
- 2022 recycling rate: 50%
- 2023 recycling rate: 50%
- Waste going to landfill in 2023: 50%

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**CABINET – TUESDAY, 9 APRIL 2019**

| | |
|----------------------------------|--|
| Title of report | PROCUREMENT OF ELECTRICITY SUPPLY |
| Key Decision | a) Financial Yes b) Community No |
| Contacts | <p>Councillor Nick Rushton 01530 412059 nicholas.rushton@nwleicestershire.gov.uk</p> <p>Strategic Director of Housing and Customer Services 01530 454819 glyn.jones@nwleicestershire.gov.uk</p> <p>Head of Finance 01530 454707 tracy.bingham@nwleicestershire.gov.uk</p> |
| Purpose of report | The report requests that Cabinet delegate authority to award the contract for Electricity to the Strategic Director of Housing and Customer Services. |
| Reason for decision | The level of expenditure on this contract exceeds the authority threshold in the Scheme of Delegation. |
| Council priorities | Value for Money. |
| Implications: | |
| Financial/Staff | Budgets are already in place. |
| Health and Safety | Not applicable |
| Risk Management | Not applicable |
| Equalities Impact Screening | Not applicable |
| Human Rights | Not applicable |
| Transformational Government | Not applicable |
| Comments of Head of Paid Service | The report is satisfactory |

| | |
|---------------------------------|--|
| Comments of Section 151 Officer | The report is satisfactory |
| Comments of Monitoring Officer | The report is satisfactory |
| Consultees | None |
| Background papers | None |
| Recommendations | THAT CABINET DELEGATES AUTHORITY TO AWARD THE CONTRACT FOR PROVISION OF ELECTRICITY TO THE STRATEGIC DIRECTOR OF HOUSING AND CUSTOMER SERVICES IN CONSULTATION WITH THE CORPORATE PORTFOLIO HOLDER. |

1.0 BACKGROUND

- 1.1 This report seeks authorisation to commence the procurement processes and award contract for a contract for the supply of electricity from 1 Sept 2020 to 31 October 2024. This procurement is identified within the procurement business plan for financial year 2019/20.

2.0 ELECTRICITY PROCUREMENT

- 2.1 The current contract is with Total Gas and Power via an Eastern Shires Purchasing Organisation (ESPO) framework which commenced on 1 October 2016 and will terminate 30 September 2020.
- 2.2 The current framework is for the supply of electricity, with ESPO acting as an intermediary to buy electricity in the wholesale market on our behalf. The contract is based on a fixed 'supplier margin' which will remain fixed for the full duration of the contract. The unit cost of electricity is fixed from 1 October in each year of the contract.
- 2.3 In order for ESPO to maximise its purchasing power and to obtain the most competitive price it requires a contractual commitment from those public bodies who are going to call off the framework well in advance of the termination date of the current contract. This is why authorisation is sought from Cabinet at this stage to enter into a replacement contract starting on 1 October 2020 and continuing for 4 years.
- 2.4 By purchasing electricity through this framework, the Council is able to ensure that this procurement is compliant with the public procurement regime and at the same time benefit from the savings available through ESPO bulk buying electricity from the wholesale market.

3.0 VALUE FOR MONEY

- 3.1 Over the last 2 years, the Council has spent an average of £250,000 per year on electricity. ESPO have calculated that by using their framework the council will have saved £54,000 through aggregation of economies of scale and commodity purchasing savings over the life of the current contract. It is therefore recommended that the same procurement route is used to buy the Council's electricity supply for the next 4 years.
- 3.2 The anticipated spend for the duration of the new electricity contract will be in the region of £1,000,000 (based on the current consumption levels). Cabinet's authority to award this contract is therefore required. Cabinet is asked to approve this procurement and delegate authority to award the contract to the Strategic Director of Housing and Customer Services.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 9 APRIL 2019

| | |
|---------------------|---|
| Title | 2018/19 QUARTER 3 PERFORMANCE MANAGEMENT REPORT |
| Key Decision | a) Financial No b) Community No |
| Contacts | <p>Councillor Richard Blunt 01530 454510 richard.blunt@nwleicestershire.gov.uk</p> <p>Chief Executive 01530 454500 bev.smith@nwleicestershire.gov.uk</p> <p>Strategic Director of Place 01530 454555 james.arnold@nwleicestershire.gov.uk</p> <p>Strategic of Director of Housing and Customer Services 01530 454819 glyn.jones@nwleicestershire.gov.uk</p> <p>Head of Human Resources and Organisation Development 01530 454518 mike.murphy@nwleicestershire.gov.uk</p> |
| Purpose of report | The report provides members of Cabinet with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for Quarter 3 (Q3) (October-December 2018). |
| Reason for Decision | The report is provided for members to effectively monitor the performance of the organisation. |
| Council Priorities | The report addresses performance against each of the Council's five priorities for 2018/19. |
| Implications | |
| Financial/Staff | The report contains summary performance data on staff management and financial information. |
| Risk Management | Risk management is applicable to all areas of the Council's statutory duties and service provision. Any relevant risks relating to actions set out in the Council Delivery Plan are managed through the Corporate Risk Register. The Audit and Governance Committee receive a quarterly update on Risk Management. |
| Human Rights | No direct implications. |

| | |
|----------------------------------|---|
| Transformational Government | No direct implications |
| Comments of Head of Paid Service | The report is satisfactory |
| Comments of Section 151 Officer | The report is satisfactory |
| Comments of Monitoring Officer | The report is satisfactory. |
| Consultees | Corporate Leadership Team |
| Background papers | Council Delivery Plan 2018-2019 |
| Recommendation | THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 3 PERFORMANCE REPORT (OCTOBER TO DECEMBER 2018). |

PERFORMANCE SUMMARY FOR QUARTER 3

1 INTRODUCTION

- 1.1 The Planning and Performance Management framework helps the Council-
- Clearly articulate our priorities and desired outcomes
 - Prioritise what gets done within the resources available
 - Provides and demonstrates value for money
 - Provide good services and satisfaction for our local community
 - Improves organisational performance
 - Motivate and manage our staff
- 1.2 Its purpose is to deliver the best outcomes and service in relation to our priorities and statutory responsibilities within available resources, and to create an 'early warning system' where this is not the case. To do this, we need to be intelligence focused and take action in response to actual performance to make outcomes better than they would otherwise be.
- 1.3 Performance is managed at a strategic, service, operational and individual level, with each informing the other.
- 1.4 At a strategic level, Members and the Corporate Leadership Team need to ensure that services are provided meeting the needs of the community, both now and in the future. Members and the leadership team also need to ensure that there are appropriate and meaningful measures underpinning our vision and priorities so that delivery can be monitored against the priorities in our Council Delivery Plan.

- 1.5 At a service level, Heads of Service monitor performance against service plans. These include all tasks, projects, measures and risks relating to their own service objectives and from any other source, e.g. external inspectorate recommendations such as the planning peer review and internal audit recommendations.
- 1.6 At an operational level, individual work plans may be in place to monitor and report on team and individual performance to feed up into the service plans. This then informs individual performance appraisals.
- 1.7 Performance is monitored against our five Corporate priorities
- Value For Money
 - Home and Communities
 - Building Confidence in Coalville
 - Business and Jobs
 - Green Footprints
- 1.8 The quarterly performance reports will seek to recognise good performance, share best practice across the organisation and also to identify 'performance gaps'; highlighting if and where action is required to meet targets. Once these gaps are identified, time bound intervention plans will be created or adapted to improve performance towards the target. This will be part of a continual cycle of review and action.

Summary of Performance Quarter 3

- 1.9 This report sets out the performance and progress against the Council Delivery Plan priority actions, performance indicators, and finance and sickness absence management.
- 1.10 An overall summary of the report in quarter 3 across all areas shows that 20 of the 23 progress milestones related to the Council Delivery Plan are on track or green, 2 are under control and 1 is below target.
- 1.11 An overall summary of the performance indicators for quarter 3 shows 30 of the 41 are on track or green, 4 are under control and 7 are below target requiring intervention.
- 1.12 A high level exception report of the Council's performance for Q3 is included in Appendix 1.

2. COUNCIL PRIORITIES

2.1 VALUE FOR MONEY

- 2.1.1 All of the six actions are on track or within tolerance to achieve the milestones set with some good progress on the Customer First Programme and the delivery of the leisure services project.
- 2.1.2 The performance indicators show out of twenty-one indicators, eighteen are on target or within tolerance and three that are falling below target, one is related to leisure income and two are related to Customer Service, an improvement on Q2.
- 2.1.3 Intervention plans for the Leisure Income targets and Customer Service are attached as Appendices A and B.
- 2.1.4 The Customer Experience Strategy was presented to Policy Development Group in September and subsequently approved by Cabinet in November. The strategy has laid

the foundations for transforming the Council's approach to customer service over 2018 - 2021.

- 2.1.5 Work is continuing in the Digital and Customer Service teams to improve the customer experience, as well as beginning to review the corporate complaints process. Our digital work will culminate in a relaunch of the MyAccount platform in Q4, offering a much-improved digital experience.
- 2.1.6 This work is already presenting significant improvements in the contact centre, with customers now experiencing reduced wait times and an increased likelihood of connecting to a Customer Service Advisor. Other work streams will be commencing over Q4, particularly around the corporate customer experience and service standards.
- 2.1.7 The Leisure project remains on target, with the contract start date being 1 May 2019. The three bidders submitted their final tenders on 16 November 2018 and the council's project team have been busy evaluating the qualitative, design and financial aspects in order to secure a preferred bidder.
- 2.1.8 Following the successful recruitment of a permanent Property Services Manager in Q3, the first draft of the asset management strategy for our corporate property asset will be circulated in the final quarter for approval in June 2019. The value for money review of our existing commercial property portfolio has been commissioned for completion in January 2019. An action plan will be developed following analysis of this review and incorporated into the new asset management strategy. The strategy will also outline proposals for the Council offices, which require investment in both the core external fabric and internally, with a detailed project plan for delivery of these improvements to be developed in Q4.
- 2.1.9 With regards to the establishment of a local housing/trading company, a series of discussions took place with other district councils in Leicestershire in quarters 2 and 3, and an outline business case was drawn up regarding creating a jointly funded company. The latter was intended to operate across the county and provide development expertise and project management capacity as well as being able to operate in a more flexible manner, so sites could be taken forward and developed. As only a limited number of districts wished to commit to the project, it is unlikely a critical mass of sites and development activity can be identified which would make setting up such a company worthwhile, although this is yet to be finally confirmed. The focus in quarter 4 will now switch to the establishment of a stock owning local housing company.

2.2 HOMES AND COMMUNITIES

- 2.2.1 All three actions are showing good progress against the milestones, the nine performance indicators are also on target or within tolerance.
- 2.2.2 With the help of a consultant from SLC Rail, the Chief Executive and other officers are liaising with stakeholders, particularly parish councils, to identify negative impacts of the proposals for HS2 and seek to mitigate them. Liaison with HS2 Ltd is continuing for the same purpose. This work recently increased as a result of the publication by HS2 Ltd of their working draft of the Environmental Statement which provides more details of the anticipated temporary and permanent impacts of the route. Extensive comments have been submitted in order to enable HS2 to find ways of minimising the numerous impacts on communities, individuals and businesses. Leicestershire CC, parish councils and many other bodies have also made comments.
- 2.2.3 Work with partners on the East Midlands HS2 Strategic Board is also continuing. This is looking at opportunities to maximise the economic and infrastructure benefits of HS2 for North West Leicestershire including links to the proposed transport hub at Toton, in

particular from East Midlands Airport.

- 2.2.4 Five out of five major residential development schemes that were approved in Quarter 3 scored positively against Building for Life 'good' standard ensuring continued high quality developments in our district.
- 2.2.5 To further enhance our planning enforcement service we have developed our planning enforcement policy. The Policy sets out the Council's commitment to ensuring developers in the District adhere to their planning conditions and requirements as part of their planning approval. The Policy highlights the powers available to the Council to ensure developers are compliant and the processes we will follow.
- 2.2.6 The completion of our remaining Phase 1 Council new build properties at Staley Close and Smedley Close in Ashby De la Zouch took place in Q3. The scheme of four 2 bedroomed bungalows and three 2 bedroomed houses was officially opened on Friday 30 November, and all homes have been let and occupied by the new tenants.
- 2.2.7 Phase 2 of the new build programme is the redevelopment of the former Police Station site in Coalville, with work now well advanced to the properties at the front of the site. The 24 new homes will be handed over in phases from May 2019 onwards.
- 2.2.8 Pre planning discussions regarding the redevelopment of the Cocked Hat site and the adjacent smaller site on Cropston Drive in Greenhill commenced in Q3, and a planning application will be submitted in Q4. Pricing negotiations with our construction contractor Robert Woodhead can now commence as the site design is confirmed. Further feasibility investigations into a number of other sites across the district continue to be progressed, including Thringstone, Measham, Whitwick, Ibstock, and Moira.
- 2.2.9 Our overall performance regarding the delivery of new affordable homes has exceeded our annual target of 100 new homes, with 111 already delivered by the end of Q3. A planning application has now been submitted for the new extra care housing scheme being developed by emh housing on the Holywell Spring Farm site in Ashby de la Zouch. This scheme is due to provide 45 rented and 20 shared ownership new apartments for older people.
- 2.2.10 Rent arrears collection performance unexpectedly fell below target for the last week of Q3, having been above target for [all](#) the preceding weeks of the quarter. Rent arrears were 2.33% of the rent due against a target level of 1.75%. In subsequent weeks the performance level returned to the expected position of being ahead of target so our profiling is being reviewed as this appears to have been a one off anomaly. We now have over 300 council tenants in receipt of Universal Credit which is now applicable for all new claimants across the district, and we continue to provide financial advice support to those affected which is helping to minimise the impact on rent arrears levels.
- 2.2.11 Performance in repairing and reletting empty Council homes further improved in Q3, with year to date performance improving from 25 days on average in Q2 to 22 days in Q3 against an annual target of 25 days. This included the performance for December alone being just 9.5 days on average. This reduction further improved our rent loss performance, which was 0.65% year to date in Q3 against a target for the year of 1.1%. Letting empty homes more quickly means we gain extra rental income, and also new tenants can benefit from their new home more promptly.
- 2.2.12 Plans have been well advanced during Q3 for the arrival of our next two families under the Vulnerable Persons Relocation Scheme (formerly the Syrian Vulnerable Persons Relocation Scheme) in March 2019. Properties have been identified and secured and the necessary plans to support the families are being put in place, using the government

grant funding provided for this work. We will be providing homes for a further two families in November 2019.

2.3 BUILDING CONFIDENCE IN COALVILLE

- 2.3.1 All three actions are on target or within tolerance to deliver against the milestones set, three of the four performance indicators are on target or within tolerance. The number of businesses engaged in the shop front grants scheme has fallen short of the Q3 target.
- 2.3.2 An intervention plan for the shop front grants indicator has been developed and is set out in Appendix C.
- 2.3.3 Plans to create a closed Facebook group for business stakeholders for the Marlborough Square project were put on hold in line with the overall project. An e-mail list for Marlborough Square businesses will be shared with the contractor for the work once identified and other methods of communication will be reconsidered to ensure effective engagement continues.
- 2.3.4 Work on the schedule of events for 2019/20 has commenced with contact with potential attractions and businesses. An internal task and finish group has been set up to develop the detail to ensure a varied programme of events are scheduled.
- 2.3.5 Following the mid-point review, the Business Focus Team are actioning the recommendations and preparing to reopen the Coalville Frontages Improvement scheme for applications early in March 2019 and target priority buildings on Marlborough Square. The planned relaunch of the scheme will be presented to Cabinet in March 2019. In the meantime, improvement works have been completed on Newton Fallowell at 1 Belvoir Road, Coalville.
- 2.3.6 Negotiations to purchase the former Litten Tree pub in Marlborough Square for future use as an indoor market were at an advanced stage during Q3, with completion anticipated in Q4.
- 2.3.7 Works to the Memorial Clock Tower in Memorial Square were completed and scaffold removed prior to the successful Armistice commemoration event on 11 November 2018. Re-laying of the concrete steps to the base of the tower will be concluded in Q4, which will mark the completion of works to the tower.

2.4 BUSINESS AND JOBS

- 2.4.1 All five actions are on target or within tolerance to deliver against the milestones, however two of the four performance indicators relating to the impact of enterprising town centres, businesses engaged and businesses supported have fallen short of the Q3 target.
- 2.4.2 An intervention plan for these indicators has been developed and is set out in Appendices D and E.
- 2.4.3 The draft statement of licensing policy and cumulative impact assessment for Ashby de la Zouch was presented at Licensing Committee in November 2018 and recommended for approval by full Council in February 2019.
- 2.4.4 The Business Focus Team has developed an Economic Growth Plan. The Plan sets out ambitions for North West Leicestershire and, how working cooperatively with our partners,

we will continue to develop a thriving and sustainable economy and to play a prominent role in the regional and national economies. As well as being a strategic document, the Economic Growth Plan can also be utilised as a place marketing and inward investment tool as well as a lever to attract funding.

2.4.5 After the success of our 2017 Disability Confident Event, Business Focus have continued to work with Job Centre Plus and Stephenson College to continue to support those furthest from the workplace into employment. 20 North West Leicestershire companies attended our open recruitment event held at Stephenson College. The event was jointly organised by NWLDC, Job Centre Plus and Stephenson College to showcase how companies can benefit from having a more open recruitment policy to enable them to recruit residents who find it hard to access work. Groups which find it hardest to find employment include those with learning difficulties, physical and mental disabilities, ex-offenders, younger and older workers, ex-forces and lone parents. The feedback from attendees was extremely positive.

2.4.6 The Coalville Jobs Fair was held at Stephenson College on 9 October 2018 and showcased over 2000 local jobs. 122 people attended the event, with over 69% residing in the LE67 area. 51% of all attendees were aged between 25 to 49 years but there were also 24% aged under 24 years and 21% over 50 years.

Also in Q3, the Business Focus team worked with Coalville Job Centre Plus to deliver a mini food and drinks sector jobs fair connecting local food and drink employers to job seekers in Coalville.

The Business Focus team are continuing to work with partners to deliver two further jobs fairs in January 2019, a mini care sector jobs fair in Coalville and the East Midlands Airport jobs fair in Castle Donington, with the latter also including employers on Pegasus Business Park.

2.4.7 In Q3 the Business Focus are continuing to work with SEGRO and facilitated the SEGRO Logistics Park Employment & Skills Group. The group helps support the investment and job creation of the current and future occupiers at the SEGRO Park. The development of the first four taken plots is on-track with the first occupier, Kuehne & Nagel, moving in over Easter 2019.

Regular meetings have been held with prospective occupiers Kuehne & Nagel, Shop Direct and XPO to assist with their future recruitment process and the group continues to work with partners such as Job Centre Plus to ensure that the companies receive the necessary assistance to recruit locally. Once fully occupied, the first four businesses occupiers will create 4,000 jobs.

2.5 GREEN FOOTPRINTS

2.5.1 Five of the six actions are on track or within tolerance to achieve the milestones set. One action remaining below target is the replacement of solid fuel heating systems in council owned homes with Air Source Heat Pumps (ASHP).

2.5.2 The performance indicators show out of three indicators, two are on target or within tolerance and one falls below target for Air Source Heat Pumps.

2.5.3 An Intervention plan for the failing action and target is attached as Appendix F.

2.5.4 As part of our commitment to establish a green policy, an invite to tender for consultants to measure the current carbon footprint of our services, closed on Friday 12 January 2019. Two companies have submitted responses to the tender; these will be assessed and if acceptable a contract will be awarded in March 2019. Work is expected to commence in

April 2019 and completed no later than July 2019.

Taking into account the viability and investment costs, the tendering company will be asked to make recommendations on the type of work to be completed. This will be presented to the Corporate Leadership Team for a decision. Once agreed a policy and action plan will be created to deliver the changes, achieving the targets set out in the Climate Change Act 2008 or the UK100 pledge.

- 2.5.5 The Green Grant scheme has been a great success, however the funding for 2018-19 has been exhausted. The Stronger and Safer team look forward to relaunching this in the new financial year.
- 2.5.6 Discussion around how the Council could support Ashby de la Zouch to become a “timber town” has been included in work on a tourism strategy for the district. An initial draft has been produced and, following discussion with partners, will be reported to Cabinet.
- 2.5.7 Following completion of the Bardon clear up and re-opening of the lay by, cameras and the CCTV van have been used to monitor the area.

3. FINANCIAL MANAGEMENT UPDATE

- 3.1 At the end of the third quarter of the financial year the General Fund, Housing Revenue Account and Capital Programme budgets are being managed effectively.
- 3.2 The General Fund surplus outturn is £1.09m compared to a budget of £299k. This is due to a number of positive movements, with the net position being a forecast £789k additional surplus. As part of the annual budget on 27 February 2018, the council committed to transferring the surplus income over expenditure in 2018/19 to the Self-Sufficiency Reserve. The Self-Sufficiency Reserve remains as £2.77m and there has been no expenditure against the reserve since it was created. Work is ongoing as part of the Journey to Self-Sufficiency Programme and implementation of the Commercial Strategy to identify proposals that could potentially utilise this fund for investing in income generating opportunities.
- 3.3 Income in respect of Business Rates is forecast to be £5.05m compared to a budget of £4.86m. Since quarter 2, an additional £150k has been received in relation to a Section 31 grant and the accounting differences, compared to the budget level in the council's NNDR1 return has reduced to £40k from £96k at the end of quarter 2. The council continues to retain a separate earmarked reserve of £614k as an additional provision against the financial risk of future losses arising from appeals against the 2017 rating list which remain unknown. The Head of Finance continues to monitor the need to utilise this reserve, however the reserve has not been used up to Quarter 3.
- 3.4 There is a forecast of £488k of salary underspends across the General Fund, which has decreased slightly from the £504k reported at quarter 2. Of this amount £115k relates to the phase 1 Senior Management restructure that was approved and implemented in February 2018 and £33k in relation to the Phase 2 restructure which affected a number of corporate support services. Other favourable movements (in addition to those reported in quarter 2) include additional income in relation to investment income (£84k), Revenues Summons (£32k), Grounds Maintenance (£18k) and Environmental Protection (£18k). There has also been a reduction in Net Financing costs of £67k, legal costs for planning of £20k, planned savings in the Recycle More project of £10k and savings in the Revenues and Benefit partnership of £15k.
- 3.5 In addition to the adverse movements reported in quarter 2, there is continued reduction in leisure centre income of an additional £15k, reduction of rental income for the council's commercial properties of £14k, additional external support costs in the grounds

maintenance team of £35k and site clearance costs incurred by the environmental protection team of £10k.

- 3.6 Coalville Special Expenses forecast outturn remains at £527k net expenditure as per the approved budget. However, the contribution to/from reserves has changed from a contribution to reserves of £13k to a contribution from reserves of £14k, a net effect of £27k. Further information is available in the Finance Update reports to the Coalville Special Expenses Working Party.
- 3.7 The Housing Revenue Account (HRA) surplus is now forecast to be £3.308m by the end of the financial year, compared to £3.084m reported in quarter 2 and a budget figure for the year of £2.946m. The additional £224k surplus since quarter 2 is the net result of a number of movements, including:
- Reduced forecasts of £276k from planned painting work, which can now be entirely funded from earmarked reserves;
 - Unbudgeted ill health retirement costs of £126k;
 - Revised forecast underspend on gas and electricity of £106k;
 - Additional expenditure of £99k on the Housing Assets and Commercial services interim structure; and
 - A £35k increase in forecast interest income.
- 3.8 The General Fund Capital Programme is forecast to be £6.407m. Movements during the quarter include an additional £78k for the replacement fire alarm and door entry system at the council offices and £46k for welfare facilities at the Linden Way Depot of which the cost will be offset by the decision to not proceed with the depot extension.
- 3.9 The HRA Capital Programme outturn is now forecast to be £7.9m, a reduction of £3.0m from quarter 2. This is due to £1.8m of new build expenditure and a £1.1m underspend on the home improvement and non-decency programme being re-profiled and carried forward into 2019/20. These underspends also mean we do not expect to use £0.3m of contingency funding. These underspends are partially offset by bringing forward £950k of expenditure to accelerate completion of the air source heat pump programme.
- 3.10 Details of the major variances for all revenue accounts and the Capital Programme as at Quarter 3 can be found in Appendix 1 - Section 3 of this report.

4. SICKNESS ABSENCE MANAGEMENT UPDATE

- 4.1 In Q3 (2018/19) there were 1178 FTE days lost due to sickness - 135 FTE days more than the previous quarter. This is the equivalent of 2.46 days per full time equivalent (FTE), which is comparable with the same period last year (2.42 FTEs lost). If the rate continues at this level, projecting ahead, the annual absence rate will be 9.45 days lost per FTE against a corporate target of 8.5 days.
- 4.2 Planning and Infrastructure (3.60 days/FTE), Finance (3.45 days/FTE) and Housing (2.99 days/FTE) were the work areas with the highest levels of sickness in this quarter.
- 4.3 High levels of sickness in Planning and Infrastructure is the result of long term sickness. 35% of sickness in Finance was due to instances of cold and flu. 44% of sickness in Housing was due to musculoskeletal reasons.
- 4.4 Across the organisation musculoskeletal accounted for over 22% of all sickness, almost three quarters of it occurring in the waste services (26%), Housing Commercial Services (27%) and Older Persons teams (23%). This was followed by operation/post operation recovery (21% of sickness) and non-work related stress (13.47% of all sickness) as the most common reasons for sickness. As anticipated there has been an increase in cold and flu related sickness from under 4% in Q2 to 11.18% of all sickness in Q3.

4.5 The table below illustrates total sickness as a percentage by reason:

| Sickness reason | Percentage of sickness by reason |
|--|----------------------------------|
| Asthma - bronchitis – respiratory | 7.04% |
| Back pain - sprain - strain - musculo- skeletal | 22.52% |
| Blood conditions | 0.68% |
| Cancer – malignancy | 0.00% |
| Cold and Flu | 11.18% |
| Debility - fatigue | 0.13% |
| Diabetes | 0.00% |
| Disability Related Illness | 0.00% |
| Ear nose & throat - dental | 1.96% |
| Eye - ophthalmic | 0.17% |
| Gynaecological - obstetric | 0.08% |
| Headache - migraine - neurological | 4.12% |
| Heart - cardiovascular | 0.55% |
| Infectious diseases | 0.17% |
| Operation / Post Op | 20.95% |
| Stomach - bowel - gastric - intestinal | 11.01% |
| Stress - depression - anxiety - psychological (non-work related) | 13.47% |
| Stress - depression - anxiety - psychological (work related) | 5.97% |

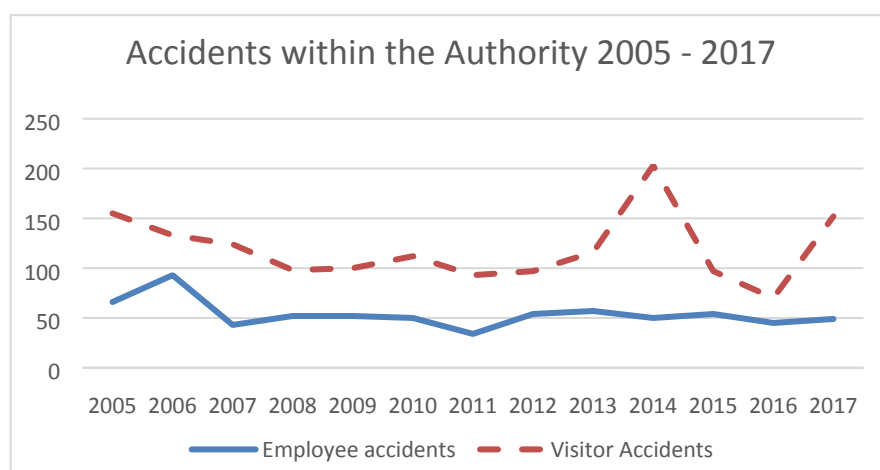
- 4.6 Increased instances of cold and flu have resulted in more short term sickness in this quarter when compared with Q2. 65% of all sickness was long term sickness (10 days or more) and 35% was short term ad-hoc sickness.
- 4.7 Out of the 25 employee on long term sick in Q3, 15 have returned back to work and 4 have either left or are in the process of leaving the organisation through ill-health retirement or resignation. There are currently 10 employees still on long term sickness. The Senior HR Advisors are working with team managers and Occupational Health to manage these employees back to work.
- 4.8 Completion of return to work interview forms across the Council was a rate of 82%, this is a 6% increase on the previous quarter. The return to work interviews are known to be a critical first process in managing sickness, so we have emphasised the need for managers to complete and return these during the past quarter.

5.0 HEALTH AND SAFETY UPDATE

5.1 **Accidents** - there were seven accidents to employees in the quarter, none were RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable. This means there have been a total of eighteen accidents in the year to date compared with thirty-three last year, and thirty-eight and thirty-five in previous years. The majority of accidents have historically occurred in the Waste services team, and there has been a focus on education and training in that area recently to raise awareness. The majority of accidents (seven) were due to slips trips and falls, followed by manual handling accidents (five) and contact with fixed objects (five) and one dog bite. There have been ninety-seven visitor accidents, mainly in the Leisure Centres. Thirty-seven were as a result of slip accidents.

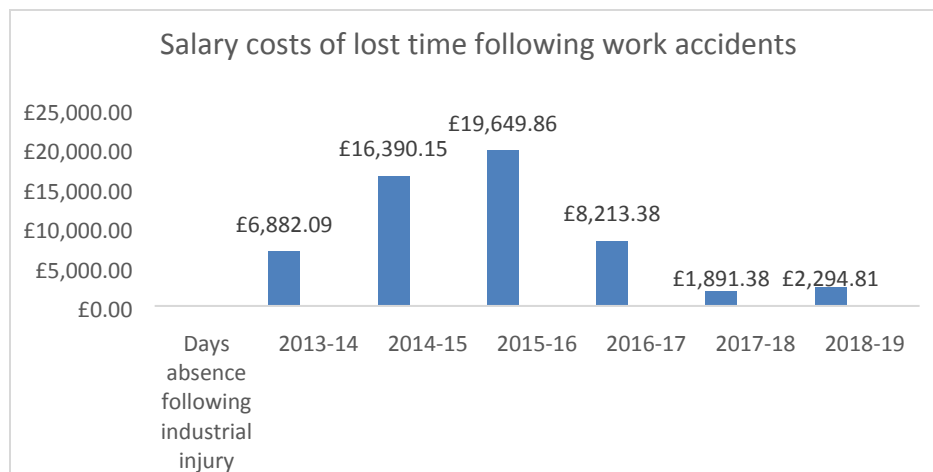
5.2 **Insurance claims resulting from accidents to employees** There have been six claims for compensation since 2016 (all were covered by the Council's insurance policies). Three claims have been settled at a cost of £28,710. One claim was successfully defended and two claims are outstanding. Working practices and documentation is always reviewed with managers following accidents to ensure any necessary learning is implemented.

5.3 Accidents statistics over time



The graph shows the majority of employee accidents have, since 2007, been around 50 annually or 1 per week. There have been spikes in the number of visitor accidents which can be explained by fluctuations in visitor numbers at the Leisure Centres. The spike occurring in 2017 can be partly explained by an increase in reporting following training sessions with Duty managers at the Leisure Centres on the importance of reporting accidents.

5.4 Accident costs



The chart above shows the salary costs associated with workplace accidents between 2014 and 2017. The costs peaked in 2015-16 at 231 days costing £19,649 but have reduced in recent years.. This year's total to date is £2,294 representing 27.5 days.

- 5.5 **Training** – 89 employees have attended health and safety training programmes this year. The Corporate Leadership Team (CLT) recently completed an Institute of Occupational Safety and Health (IOSH) accredited Leading Safely course. This demonstrates the leadership commitment to Safety at the highest level.
- 5.6 **Annual on line Display Screen Equipment Assessments** - a programme of assessments commenced in October, with a 91% return rate so far, which compares favourably to the return rate the previous year of 87%.
- 5.7 **Legionella testing** Stringent procedures and testing during the first half of the year found no reports of any bacterial ingress. The testing regime includes the Main Council Offices, Leisure Centres, Sheltered Housing and sports pavilions throughout the district.
- 5.8 **Interview rooms and Reception area** – the security of reception and interview rooms has been reviewed earlier in the year and a programme of improvements is now being considered.
- 5.9 **Portable appliance testing** – Testing arrangements commenced during December.
- 5.10 **Fire** - Fire evacuation training from the Council Offices took place in October and was completed smoothly with no issues. Tests and evacuations take place in other Council buildings.
- 5.11 **Risk assessments** - A suite of risk assessments is in place for work activities across the organisation. Key risk assessments are reviewed annually.

6.0 COMMENTS FROM POLICY DEVELOPMENT GROUP


The performance report was considered by the Policy Development Group of the Council at its meeting on 6 March 2019. The comments of the group are attached as draft minutes at Appendix H.

Priority Dashboards - Appendix 1


Appendix 1 sets out the following items:

- Detailed statistics of CDP actions and performance indicators
- Details of actions plans where indicators are red
- Finance
- Management of Absence
- Customer Service Call Centre Statistics

Status definitions used in Appendix 1

 Performance on track (milestones) or performance on or above target (PI's)







 Performance under control (milestones)





 Performance failing (milestones) or performance below target (PIs)



Corporate Risk Register - Appendix G

Please find attached for information the latest version of the Corporate Risk Register at Appendix G.

2 PERFORMANCE DASHBOARD – VALUE FOR MONEY

| Progress against CDP milestones | | | Progress against CDP Performance Indicators | | |
|---|---|---|--|---|---|
| 5  Green | 1  Amber | 0  Red | 17  Green | 1  Amber | 3  Red |

| Action | Update | Status |
|--|---|---|
| Delivery of the Leisure Project. Procure a new contractual partnership with an external leisure provider to build a new leisure centre in Coalville and make improvements to Ashby Leisure Centre. | Final bids have been submitted and evaluated and a preferred contractor will be recommended to Cabinet on 5 February 2019. |  |
| The Council's financial resources are aligned with its priorities and the council achieves self-sufficiency. | Wider public consultation is undertaken on the budget and this commenced on 18 December 2018. |  |
| Placing customer at the heart of the organisation. | <p>Work around this is well underway, with the approval of the Customer Experience Strategy in Q3 by Cabinet in November.</p> <p>Performance improvements within Customer Services are already making a significant impact in the customer experience, with a fall in call wait times and abandoned calls.</p> <p>Work is now progressing to look at the wider context of the customer, improving our digital channels, reviewing the approach to corporate complaints and establishing a corporate approach to customer service into Q4.</p> |  |
| Start our Customer First Programme to improve our customer service. | As the Customer Experience Strategy has now been produced and approved, this action is now complete. |  |

| | | |
|--|--|---|
| Level of satisfaction with Customer Services – the % of customers that are satisfied or above with the services. | <p>This target has been revised, as previously there was no measure of customer satisfaction, so it is difficult to show % increase. The consistency of measure is addressed as a theme within the Customer Experience Strategy.</p> <p>A sample of 54 customers contacting Customer Services was taken in December 2018. A breakdown by contact method can't be given due to the small sample size – the % comes from answers to the question '<i>Overall, rate your customer experience today?</i>' Results show a good level of overall satisfaction (92%) and work will be done in Q4 to drill down into the different contact channels to give a meaningful result by contact method.</p> |  |
| To promote the chargeable service offered by Waste Services. | Trade waste and plastic collections started October 2018. Glass will be introduced when we know the impact on the crew collecting the waste. Street Cleansing have an agreement with housing repairs to collect their waste for a minimum period of five years. Trade waste and street cleansing commercial services leaflet to go out with all business rate bills (3,300 no). |  |

| Performance Indicators | Q3 Target | Q3 Actual | Status |
|--|---------------|--|--------|
| Combined benefits performance - time taken to process new claims and changes in circumstances in average days | 11.7 | 8.4 | 😊 |
| Processing of new claims – time between application and confirmation of award in average days | 16.4 | 15.9 | 😊 |
| Processing of change of circumstances - the time it takes from receiving a notification of changes to the date of a revised award in average days | 10.7 | 7.4 | 😊 |
| Council Tax in year collection rate | 83.7% | 83.6% | 😊 |
| Non-domestic rates in year collection rate | 84.4% | 84.2% | 😊 |
| Housing Benefits overpayments collection rate – the percentage of outstanding overpayments collected as a percentage of the total amount outstanding | 26% | 25% | 😊 |
| Percentage of customers very satisfied or satisfied with the Planning Service | 90% | 91% | 😊 |
| Percentage of major planning applications determined within 13 weeks or a timetable agreed with the applicant | 85% | 100% | 😊 |
| Percentage of minor planning applications processed within 8 weeks or a timetable agreed with the applicant | 85% | 87.11% | 😊 |
| Percentage of other planning applications determined within 8 weeks or a timetable agreed with the applicant | 85% | 87.12% | 😊 |
| Leisure Centre Membership income | £716,808 | £607,461 | 😞 |
| Leisure Facility Usage Levels (cumulative) | £680,000 | £726,336 | 😊 |
| Total annual household dry recycling income | £327,000 | £358,713 | 😊 |
| Start our Customer First Programme to improve our customer service | Started | Approved by Cabinet November 2018 | 😊 |
| Give customers the ability to access at least 50 transactions online 24/7 | 50 | 50+ | 😊 |
| Level of satisfaction with Customer Service – the % of customers that are satisfied or above with the service | 90% satisfied | Overall 92% (Small sample size. Needs further work in Q4) | 😐 |
| Rate of abandonment – the % of customer phone calls that hang up before they can be answered. | <10%* | 7.5%** | 😊 |




| | | | |
|---|--|--|--------------|
| Call wait time service level – the % of customer calls that are answered within a given time. | 70% in 30 seconds* 90% in 60 seconds* | 66.5% within 30 seconds 71% within 60 seconds | ☹️ ☹️ |
| Average queue time – the length of time on average that a visitor has to wait before they are seen. | 10 minutes* | 00:07:10 | 😊 |
| Number of ICT security incidents detected | N/A | 27,917 | 😊 |
| Number of ICT security incidents defended | N/A | 27,917 | |
| Number of ICT security incidents infiltrated | 0 | 0 | |
| Measures included from Q3 following ICT audit recommendations to report ICT security to members. Incidents correspond with malicious activity to attack or compromise the Council's ICT Networks. | | | |

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New targets set from Q2 by Head of Customer Services.
Disregard calls that have abandoned before they have connected to the main call answering queue.

2 PERFORMANCE DASHBOARD – HOMES AND COMMUNITIES



| Progress against CDP milestones | | | Progress against CDP Performance Indicators | | |
|---|---|---|---|---|---|
| 3  Green | 0  Amber | 0  Red | 7  Green | 2  Amber | 0  Red |


| Action | Update | Status |
|---|--|---|
| Develop a Health and Wellbeing Strategy - the wellbeing of people in North West Leicestershire is improved. | The final round of consultation with key stakeholders and the public has been completed with over 45 responses having been received, and the strategy has been refined and finalised. It will be going to Cabinet for approval on 5 February 2019. |  |
| Refurbish the CCTV system – Modernise Coalville CCTV to tackle anti-social behaviour. | A review of the current CCTV delivery program and current camera network (to include opportunities for commercial funding) has been completed, and some changes needed have been identified. Marlborough Square will fall into the general developments. Agar Nook cameras will be assessed for viability. |  |
| To devise and publish and implement a statement of licensing policy to reduce crime and improve public safety. | Measurable targets have been set for Q2 and Q4 but not Q3. | - |
| Develop new Homelessness Review and Strategy as part of our new duties under the Homelessness Reduction Act to make sure people threatened with homelessness in the district receive the support they need. | Draft Homelessness Strategy is now complete for consultation and will now include requirements for a Rough Sleeping Strategy with final approval to be in Q4. |  |





| Performance Indicators | Q3 Target | Q3 Actual | Status |
|---|-----------------------|-----------------------|--------|
| Percentage rent arrears of current tenants | 1.75% | 2.33% | ☹️ |
| Percentage of rent loss | 1.1% | 0.65% | 😊 |
| Percentage of tenants satisfied with the allocation and lettings process | 95% | 100% | 😊 |
| Average re-let times (days) | 26 | 15 | 😊 |
| Number of properties empty and unavailable | 0.75% (32 properties) | 0.98% (42 properties) | ☹️ |
| Percentage of customers satisfied with the repairs service (% of completed jobs) | 98% | 99% | 😊 |
| Percentage of all repairs completed within target | 87% | 97% | 😊 |
| Average length of time taken to repair empty homes to achieve the lettable standard | 15 days | 12 days | 😊 |
| Number of new affordable homes delivered (Annual target 100) | 95 | 111 | 😊 |

2 PERFORMANCE DASHBOARD – BUILDING CONFIDENCE IN COALVILLE

| Progress against CDP milestones | | | Progress against CDP Performance Indicators | | |
|---|---|---|---|---|---|
| 3  Green | 0  Amber | 0  Red | 2  Green | 1  Amber | 1  Red |


| Action | Update | Status |
|---|--|---|
| To deliver programmes that enhance the district's unique town centres and make the town attractive to residents and developers. | <p>Business Focus, working with Cultural Services and the Coalville Heritage Society delivered the 'May the toys be with you' exhibition. The event was used to showcase the industrial heritage of the Coalville toy maker Palitoy. The celebration event showcased the history of Star Wars toys that were designed and produced by Palitoy and also included a number of engagement activities such as Q&As with former Palitoy employees, sessions for local schools, auctioneers valuing people's own collection of Palitoy toys, film showings at the Century Theatre and a world first, launch a Palitoy Star Wars toy into orbit.</p> <p>Following the success of the initial Digital High Streets training programme delivered in the Summer, Business Focus delivered a second tranche of workshops in partnership with Clockwork City. The workshops were delivered throughout October and December for independent retailers across the District. 22 businesses participated in the programme and feedback has been very positive. Out of 10, the average satisfaction score for the training was 9.5.</p> |  |
| Establish and maintain an events programme in our public spaces, including the redesigned Marlborough Square. | Work continues on this initiative in conjunction with the Marlborough Square improvements team. Work on the schedule of events for Coalville for 2019/20 has commenced with contact with potential attractions and businesses. |  |

| | | |
|--|--|---|
| To deliver programmes that support SME businesses and entrepreneurial activity in our towns. | <p>As part of the Council's Enterprising Town Centres programme, Business Focus and Environmental Health delivered a business support workshop specifically designed to support food and drink businesses in our town centres. 10 independent retail businesses attended the workshop and developed plans to improve the profile and performance of their businesses.</p> <p>At zero cost, Business Focus, working with NBV Ltd, delivered a 'Starting in Business' programme. 13 entrepreneurs registered to take part in the three day programme that covered business planning, start-up advice, marketing, book keeping and other useful topics. Feedback from delegates was unanimously positive.</p> |  |
|--|--|---|

| Performance Indicators | Q3 Target | Q3 Actual | Status |
|--|-----------|-----------|---|
| Impact of Coalville shop fronts | | | |
| - Number of businesses engaged (Annual target 40) | 10 | 0 |  |
| - Number of grant awards (Annual target 8) | 0 | 0 |  |
| Active promotion of at least seven tourism and culture events (annual target 7) | 2 | 3 |  |
| Face to face business and environmental health advice to businesses each year (annual target 20) | 15 | 18 |  |

2 PERFORMANCE DASHBOARD – BUSINESS AND JOBS

| Progress against CDP milestones | | | Progress against CDP Performance Indicators | | |
|---|---|---|---|---|---|
| 5  Green | 0  Amber | 0  Red | 2  Green | 0  Amber | 2  Red |

| Action | Update | Status |
|---|--|---|
| Develop a tourism strategy that promotes, encourages and enhances the visitor experience. | The draft tourism strategy will be reported to Cabinet and Policy Development Group in the new financial year. Alongside the development of the tourism strategy, work is underway on an accommodation demand study for the district, with a draft report ready for Q4. Further actions from the tourism blueprint are being progressed, this includes work on the Ashby de la Zouch marketing plan. |  |
| Increase numbers of people attending events in our district year on year. | Use of increased activity on social media to promote many North West Leicestershire events in October, November and December. High priority has been given to district council organised and supported events, notably May The Toys Be With You exhibition, Remembrance Sunday commemorative events and Christmas in Coalville - all events have attracted very high Facebook and Twitter activity, especially the May The Toys Be With You and Christmas in Coalville events. |  |





| | | |
|--|---|---|
| <p>To facilitate and deliver programmes that support businesses to grow.</p> | <p>Business Focus have started engagement with Pharmacy2u to support the business to open their new regional centre at Mount Park, Bardon. In October, Business Focus also met with developers Tungsten Properties and the Harworth Group with regards to their emerging commercial development sites at Bardon Industrial Estate. The team are working to identify and secure new investing businesses looking to locate to the district or support existing growing businesses to expand to locate to these new sites.</p> <p>In December the Business Focus team provided direct support to 5 businesses. This included four new enquiries and one repeat enquiry, bringing a total of 35 businesses in Q3.</p> <p>The Portfolio Holder has been invited to meet a series of businesses as part of the Business Focus construction skills workshop. The workshop is being delivered jointly between Business Focus, counterparts at Hinckley & Bosworth Borough Council and the Construction Industry Training Board (CITB). The event will provide the businesses in attendance with details of shared apprenticeships opportunities, grant funding and advice on how to increase their business exposure to emerging construction contract across the region.</p> <p>The Business CAT are still planning for the first annual NWL Business Celebration event. The event will look to showcase successful collaborations between the District Council services and local business that resulted in business growth. The celebration event will coincide with the 2019 Chairman's charity dinner.</p> <p>Business Focus have begun design work on a new phase of Enterprising Grant funding. Enterprising Phase 3 will look to offer grants between £500 and £25,000 to start-up businesses and SMEs across North West Leicestershire. The grant fund will also include eligible town centre retail businesses. Enterprising Phase 3 will launch in Spring 2019.</p> |  |
|--|---|---|



| | | |
|--|--|---|
| To deliver regulatory services in a way that supports business growth. | 8 growing food businesses attended a business support seminar specific to the food sector. The seminar was planned by Business Focus and Environmental Health. | 😊 |
| Develop an options appraisal for the future development of the Moira Furnace site. | The Moira Furnace options appraisal work will be progressed in partnership with the National Forest Company (NFC), as part of their legacy work on the Black to Green (Heritage Lottery Funded initiative) which is being progressed with a bid to the Heritage Lottery Fund 'Resilient Heritage Fund'. Progressing the project in this way could result in opportunities to apply to for Heritage Lottery Funding to support the development of recommendations arising from the options appraisal. It is likely that the options appraisal will be started at the end of 2018/19 and completed in 2019/20. Work has commenced on the tender documents for the options appraisal, ready for circulation at the start of Q4. | 😊 |




| Performance Indicators | Q3 Target | Q3 Actual | Status |
|--|-----------|-----------|--------|
| Number of business enquiries received and supported (Establish baseline and method of reporting) | 40 | 57 | 😊 |
| Level of inward investment in NWL (Establish baseline and method of reporting) | | | |
| - Number of businesses (Annual target 12) | 3 | 4 | 😊 |
| Impact of Enterprising Town Centres | | | |
| - Number of businesses engaged (80) | 20 | 0 | 😞 |
| - Number of businesses supported (60) | 15 | 5 | 😞 |

2 PERFORMANCE DASHBOARD – GREEN FOOTPRINTS

| Progress against CDP milestones | | | Progress against CDP Performance Indicators | | |
|---|---|---|---|---|---|
| 4  Green | 1  Amber | 1  Red | 2  Green | 0  Amber | 1  Red |

| Action | Update | Status |
|--|--|---|
| Work with Highways England on their network in our district to reduce fly tipping. | Signage, enforcement campaign and communications plan has been done and the project is now complete. |  |
| Carry out a feasibility study for introducing electric vehicle charging points in Council owned Car Parks. | Funding and procurement for the installation of 4 electric vehicle charging points within the North Street car park in Ashby has been agreed. Final details to understand the revenue streams and cost for a 2 hour charge will be finalised on 10 January 2019 following a presentation from Podpoint, the council's preferred supplier. The data that these electrical charging points tell us will enable the council to make a measured decision on future provision of electrical charging across the district. |  |
| Be a key stakeholder in the All Party Parliamentary Group litter strategy for North West Leicestershire – through engagement with haulage companies and snack wagons to raise awareness of roadside litter and aim to reduce it. | Milestone targets Q1 and Q2, successfully completed. Good local media coverage, haulage companies, Marks and Spencer, McVities and KP have agreed to support "Keep Your Cab Fab" campaign after December 2018. |  |
| Replace solid fuel heating systems in council owned homes with Air Source Heat Pumps (ASHP). | All previous issues have been rectified and the installation of new heat pumps has continued with 195 fitted as at 16 January 2019 with no further adverse comments from tenants. The total in the programme is 305 (this number has decreased slightly due properties being bought under Right to Buy). 6 units are completed per week therefore 255 will be completed by the end of March 2019. The remaining 50 will be fitted during the first quarter of the new financial year. |  |

| | | |
|--|---|---|
| Work to enhance our partnership with the National Forest and celebrate our 10th anniversary of the Free Tree Scheme. | <p>October 2018 saw the launch of the Free Tree Scheme for this year and within the first few days the take up was over 20,000. The Scheme has now been completed and an evaluation carried out. The good news is, with the assistance of the National Forest we have assisted in the delivery of 83,000 Trees and hedges across the district.</p> <p>Over the past 10 years NWLDC has worked in partnership with the National Forest Company to support the mission to transform the landscape and to improve the quality of the lives of those who live, work or visit in North West Leicestershire through creating diverse woodland and great open spaces for all to enjoy.</p> |  |
| Develop a recycling strategy that encourages more households to recycle using the kerbside collection service. | Recycle More strategy after going to Policy Development Group (PDG) will be going to Cabinet in April 2019. |  |

| Performance Indicators | Q3 Target | Q3 Actual | Status |
|---|-----------|-----------|--|
| Percentage of household waste recycled | 46.75 | 47.65 |  |
| Kgs of household waste sent to landfill per household (Annual target 510)* | 511 | 343 |  |
| Number of homes where Air Source Heat Pumps (ASHPs) installed (Annual target 305) (previous annual target 312 has been reduced under the Right to Buy Scheme) | 71 | 57 |  |

A household waste figure, which does not result in an increase in waste to landfill, is considered good performance. NWLDC's waste to landfill is the highest in Leicestershire and is attributed in part to high number of households still on solid fuel heating owing to the free coal subsidy in the district (higher weight in ash waste). However, NWLDC recycles more waste per household than Melton BC, Charnwood, and Oadby & Wigston. NWLDC collects the second highest tonnage of total household waste behind Harborough DC.

3 FINANCE UPDATE

This section sets out the projected financial position of the Council for the quarter ending 31 December 2018. The Council set its General Fund Revenue Budget at £13,502,753 and the Housing Revenue Account budgeted surplus of £2,946,140 on 27 February 2018.

| General Fund – Summary of Net Expenditure | ORIGINAL BUDGET NET £ 000 | FORECAST OUTTURN NET £ 000 | FORECAST VARIANCE NET £ 000 |
|--|------------------------------|----------------------------------|-----------------------------------|
| AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement). | 13,503 | 13,693 | 190 |

| Special Expenses – Summary of Net Expenditure | ORIGINAL BUDGET NET £ 000 | FORECAST OUTTURN NET £ 000 | FORECAST VARIANCE NET £ 000 |
|--|------------------------------|----------------------------------|-----------------------------------|
| AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement). | 527 | 527 | 0 |

| HRA SUMMARY | ORIGINAL BUDGET NET £ 000 | FORECAST OUTTURN NET £ 000 | FORECAST VARIANCE NET £ 000 |
|--|------------------------------|----------------------------------|-----------------------------------|
| Net cost of service (Total rent income less total expenditure) | (2,946) | (3,308) | (362) |

| Capital Expenditure | General Fund £ 000 | Special Expenses £ | HRA £ 000 | Total |
|---|--------------------|--------------------|----------------|---------------|
| Approved Budget for the Year | 3,137 | 50 | 10,085 | 13,272 |
| C/F from 2016/17 | 2,071 | 0 | 1,730 | 3,801 |
| Approved projects in year | 1,949 | 0 | 0 | 971 |
| Slippage Identified in Year | -399 | 0 | 0 | 0 |
| Total budget for 2017/18 | 7,157 | 50 | 11,815 | 18,044 |
| Likely outturn for 2017/18 (provisional) | 6,407 | 50 | 7,918 | 18,047 |
| Variance | 351 | 0 | (3,897) | 3 |

Comments on General Fund Variances

- £789K net increase in the contribution to the General Fund balance as a result of:
 - £115k salary savings across the General Fund as a result of the implantation of Phase 1 restructure and £33k in relation to Phase 2.
 - £340k of other salary savings across the organisation
 - Additional planning income of £100k
 - Additional investment income of £84k
 - Reduction in net financing costs of £67k
 - Additional rental income of £8k and a reduction in NDR rates of £16k associated with the council's commercial properties
 - Additional taxi licence income of £29k
 - Reduction in the contribution to the Revenues Benefit partnership of £15k and additional summons income of £32k
 - Increase in the annual cost of the finance system licences of £13k
 - Reduction in the income for the leisure centres of £144k (membership income £129k and Sports Hall Income £10k) and additional expenditure in relation to credit card fees (£10k), repairs and maintenance (£13k) and utilities (£8k)
 - Increased costs in relation to the Sports Action Plans of £17k
 - Additional fuel costs (£10k) for the ground maintenance team, increase in external support costs of £35k, and additional NDR of £12k for the depot offset against £18k of additional income
 - Increase NDR payable on car parks of £15k and reduced car parking income of £18k
 - Additional forecast income of £18k for the Environmental Protection team and an increased costs in relation to site clearance of £19k
 - Forecast underspend of £20k legal and technical costs for planning
 - Reduced trade refuse income of £13k, offset by a decrease in disposal costs of £8k
 - Increase in refuse and recycling costs in relation to fuel (£15k), recycling boxes (£20k) offset by an increase in recycling income of £52k
 - Increase in fuel costs of £8k for the cleansing team offset by an increase of additional income of £17k
 - Underspend of £10k for the Recycle More project
 - Underspend of £10k in relation to architect fees in relation to the depot extension which is no longer taking place
 - ICT license savings of £55k offset by additional costs of the roadmap (£15k), digital storefront (£11k), achieve forms (£19k), additional licence fees (£18k) and reduced print room income of £5k.
 - Additional funding of £28k for CCTV equipment and relocation
- £190k favourable movement in anticipated Business Rates income as a result of an additional £150k Section 31 grant and £40k accounting differences in the way that business rates is distributed to preceptors and Central Government

Comments on Special Expenses Variances

- None

Comments on HRA Variances

- £362k net increase in the contribution to HRA balance as a result of:
 - Increased dwelling rent of £108k
 - Reduced service charge income of £35k
 - Salary savings of £108k
 - Additional interest on our balances of £48k
 - Reduction on council tax on void properties of £50k
 - Reduced forecast cost of painting of £276k
 - Unbudgeted costs of £126k for ill health retirement.
 - Additional expenditure of £99k on the housing Assets and Commercial services interim structure.
 - Revised forecast underspend on gas and electricity of £106k.

Comments on Capital Budget

- Additional Approved Schemes:
 - Car Park – Ashby Health Cultural Quarter -£87k
 - HPLC Ashby – Wall Improvements and Statute +£100k
 - Disabled Facilities Grant (slippage into 2018/19 -£53k
 - Fleet Programme (net overspend agreed) +£11k
 - Marlborough Square +£1.65m
 - Castle Donington College – AWP resurfacing +£1k
 - Finance System Review (increase in schemed) +£50k
 - Finance System Review (virement to revenue) - £400k
 - User Screen Replacement virement to revenue) - £25k
 - HPLC – Car Park Resurfacing -£13k
 - Memorial Clock Tower +£40k
 - New Market Provision +£600k
 - Linden Way Depot – Welfare Facilities +£46k
 - Linden Way Depot – Workshop Extension -£46k
 - Council Offices – Fire Alarm and replacement door entry system +£78k
- Planned Slippage in 2018/19 carried forward to 2019/20
 - Wellbeing Centre at HPLC -£399K
- Variance (underspends/items no longer required)
 - HPLC Car Park – resurfacing –£2k
 - Linden Way Car Park Workshop Extension -£44k
 - Linden Way Car Park Extension -£200k
 - IDOX Platform -£30k
 - Access Road High Street Measham - £25k
 - Belvoir Shopping Centre – Main Service road maintenance -£10k

- North Street Car Park improvements -£40k
- The HRA capital outturn is forecast to be £3.9m under budget as a result of:
 - Re-profiling of £1.8m new build expenditure into future years.
 - Re-profiling of £2.1m home improvement and non-decency programme into future years.
 - The £0.3m budgeted contingency funding not being required.
 - Additional £950k expenditure due to the air source heat pump programme being accelerated.

4 MANAGEMENT OF ABSENCE

| Quarter 1 | Chief Exec | Community Services | Customer Services | Economic Regeneration | Finance | Housing & Property | HR&OD | Legal & Commercial Services | Planning & Infrastructure | All Directorates |
|-----------------------------|-------------------|-----------------------------|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|-----------------------------|---------------------------|-----------------------------|
| Sickness days lost | 0 long 0 short | 538.28 long 114.85 short | 164.07 long 39.3 short | 0 long 16 short | 0 long 10.14 short | 25.31 long 58.52 short | 0 long 4 short | 57.5 long 32.41 short | 0 long 19.25 short | 786.17 long 294.37 short |
| Total days lost in quarter | 0 | 653.13 | 203.37 | 16 | 10.14 | 83.83 | 4 | 89.91 | 19.25 | 1079.63 |
| Number of FTE's | 12.65 | 212.25 | 48.09 | 11.29 | 10.00 | 85.76 | 6.19 | 42.57 | 22.71 | 451.51 |
| Ave no of days lost per FTE | 0 | 3.08 | 4.23 | 1.42 | 1.01 | 0.98 | 0.65 | 2.11 | 0.85 | 2.39 |

| Quarter 2 | Chief Exec | Community Services | Customer Services | Economic Regeneration | Finance | Housing & Property | HR&OD | Legal & Commercial Services | Planning & Infrastructure | All Directorates |
|-----------------------------|-------------------|-----------------------------|---------------------------|-----------------------|-------------------|----------------------------|--------------------|-----------------------------|---------------------------|-----------------------------|
| Sickness days lost | 0 long 0 short | 501.79 long 126.35 short | 86.31 long 51.20 short | 0 long 0 short | 0 long 0 short | 101.35 long 70.26 short | 22 long 0 short | 33 long 24 short | 23 long 4.03 short | 658.14 long 220.61 short |
| Total days lost in quarter | 0 | 628.14 | 137.51 | 0 | 0 | 171.61 | 22 | 57 | 27.03 | 1043.29 |
| Number of FTE's | 13.99 | 212.34 | 48.09 | 11.29 | 10.00 | 85.76 | 6.19 | 42.56 | 22.71 | 451.59 |
| Ave no of days lost per FTE | 0 | 2.90 | 2.46 | 0 | 0 | 1.68 | 2.16 | 2.92 | 1.14 | 2.24 |

| Quarter 3 | Chief Exec | Community Services | Customer Services | Economic Regeneration | Finance | Housing & Property | HR&OD | Legal & Commercial Services | Planning & Infrastructure | All Directorates |
|--------------------------------|---------------------|--------------------------|------------------------|--------------------------|------------------------|-----------------------------|---------------------|-----------------------------------|------------------------------|-----------------------------|
| Sickness days lost | 0 long 8.6 short | 368.34 long 165 short | 60 long 58.55 short | 10 long 7.75 short | 10 long 25.62 short | 209.72 long 106.07 short | 0 long 8.8 short | 40 long 10.95 short | 63 long 26.08 short | 761.06 long 417.42 short |
| Total days lost in quarter | 8.6 | 533.34 | 118.55 | 17.75 | 35.62 | 315.79 | 8.8 | 50.95 | 89.08 | 1178.48 |
| Number of FTE's | 13.03 | 227.09 | 60.65 | 10.46 | 10.33 | 105.63 | 8.87 | 19.04 | 24.71 | 479.81 |
| Ave no of days lost per FTE | 0.66 | 2.35 | 1.95 | 1.70 | 3.45 | 2.99 | 0.99 | 2.68 | 3.60 | 2.46 |

5 CUSTOMER SERVICE CALL CENTRE STATISTICS – QUARTER 3

| | Oct 17/18 | Oct 18/19 | +/- | Nov 17/18 | Nov 18/19 | +/- | Dec 17/18 | Dec 18/19 | +/- | Total 17/18 | Total 18/19 | +/- |
|--------------------------------|--------------|--------------|-------|--------------|--------------|-------|--------------|--------------|-------|----------------|----------------|-------|
| Received* | 8882 | 8193 | -689 | 8922 | 6597 | -2325 | 6633 | 5631 | -1002 | 24437 | 20421 | -4016 |
| Answered | 6525 | 6852 | 327 | 7001 | 5938 | -1063 | 5362 | 5088 | -274 | 18888 | 17878 | -1010 |
| Answered in 30 secs | 2205 | 4699 | 2494 | 3302 | 4482 | 1180 | 2682 | 4418 | 1736 | 8189 | 13599 | 5440 |
| Answered in 60 secs | 1816 | 5197 | 3381 | 3718 | 4750 | 1032 | 2971 | 4610 | 1639 | 8505 | 14557 | 6052 |
| Abandoned** | 2280 | 882 | -1398 | 1793 | 435 | -1358 | 1237 | 218 | -1019 | 5310 | 1535 | -3775 |
| Rejected*** | 72 | 0 | -72 | 128 | 0 | -128 | 33 | 0 | -33 | 233 | 0 | 233 |

There are 30 dual way phone lines council wide

639

- * Calls received are direct to the call centre and does not include council wide or other direct calls to individual extensions.
- ** Calls on the holding line in the queueing system where the caller has hung up
- *** Calls that are not able to access the holding line where the system has rejected the call due to no free lines

Performance has improved month on month following technology changes in September 2018 and a continued focus from the Customer Service Team.

Lower call volumes are likely the result of improved performance in that hang up and redialling is not required due to lower waiting times. The filling of two vacant post has also contributed to call handling from November onwards. All staff are now also receiving regular 1:1 supervisions.

The percentage of call answered increased on same quarter 2017-18 from 77.29% to 87.55%; over 10% improvement, and over 71% of all calls answered with in 60 seconds. Only 7.5% of calls offered, have abandoned before connecting to the queue (this figure disregards those that disconnect during the introductory messaging).

The number of rejected calls, those which are unable to enter the queue, have resulted in a zero return this quarter compared to 0.95% of calls in same quarter last year.

Appendix A

INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS - Leisure Centre Income

240

| | | | | | | | | | | | | | | | | |
|---|--------|--|----------------------------------|----|------------|-----------|---------|----|----|----|-----------|----------|----------|----------|----|-----------|
| Reference No. | | Description | Leisure Centre Membership income | | | | | | | | | | | | | |
| Lead Officer | | Jason Knight | Date Plan Completed | | 25/01/2019 | | | | | | | | | | | |
| Performance Out-turn | | 2015/16 | | | | | 2016/17 | | | | | 2018/19 | | | | |
| | | Q1 | Q2 | Q3 | Q4 | Full Year | Q1 | Q2 | Q3 | Q4 | Full Year | Q1 | Q2 | Q3 | Q4 | Full Year |
| Overall Measure | Target | | | | | | | | | | | £249,212 | £494,958 | £716,808 | | |
| | Actual | | | | | | | | | | | £204,236 | £414,177 | £607,461 | | |
| Explanation of Current Performance | | <p>Despite a large number of interventions being put in place, membership income is still falling short of target although the decline in income has reduced and the predicted year end outturn has improved.</p> <p>Attrition rates remain low at approximately 4% against a national average of 7%, and the amount of members per station is 30 at HPLC and 36 at HLC against a national average of 30. At the recent Quest assessment at HPLC, the management of health and fitness scored 'Excellent', as it also did at last year's Quest assessment at HLC.</p> <p>The gyms at both centres and associated studios are suffering in competition with high quality nearby gyms in the area. The Council's current dialogue process with leisure bidders will clearly address this in mid to late 2019 with Hood Park Improvements specifically and the new Coalville Leisure Centre in late 2020.</p> | | | | | | | | | | | | | | |
| Interventions in the last 3 months and evaluation of impact | | <p>Q3 is historically the lowest performing period of the year within the fitness industry nationally; however a strong October in which 143 memberships were sold with a net gain of 33, meant that the overall member loss for the period was just 20 compared to 97 and 148 in the two previous years.</p> <p>A number of promotions such as 'Join Now Pay Nothing 'and 'Festive Fitness Frenzy' were implemented with the sales team subsequently delivering an 'enquiry to sales conversion rate' of over 70%. In terms of retention, gym challenges were run in each of the three months with 120 customers taking part in the December one.</p> <p>The sales team at Hermitage were subjected to a 'mystery visit' in December through an external company Pro Insight, in which the sales and customer experience journey was measured. A score of 58% was secured which was 18% up on the national average for an initially assessed site. Learning from the assessment will be rolled out across both sites, which will be re-assessed in March 2019</p> | | | | | | | | | | | | | | |

| INTERVENTIONS | | | | | | | | |
|-------------------|---|------------|-------------|---|--|--|---|--|
| | Key Interventions in Place to Maximise Performance | By When | By Who | Resource Implication s | Most Significant Risk to Achievement of Intervention | Contingency Intervention for Most Significant Risk | Monitoring Process | Outcomes expected from intervention |
| MEMBERSHIP INCOME | | | | | | | | |
| 1 241 | New Fitness Memberships - We launched new and more flexible packages and rebranded all packages to align with our main 'Active Fitness'. This was launched in April 2018. (E.g. Active Gym, Active 60+ etc.) | April 2018 | Emma Knight | Officer time £1000 rebrand material | Migration of those on Active Memberships moving across to lower cost memberships | Class only lower cost membership saves VAT therefore minor loss if migrate over. Longer term gains of fitness members should outweigh the loss of migration. | Reporting procedures in place – daily sales reports, monthly monitoring of attrition, number of members and income. | Increase in total number of fitness members. |
| 2 | Launched Join At Home – this gives a customer the ability to join our membership packages online, opening a new and more flexible approach to joining members. | May 2018 | Emma Knight | Officer time One off cost of £7454 £2500 pa £1500 training | Return on investment not being achieved 12 memberships per year to realise annual return. 35 to meet one off cost. | Selling more than 10 fitness memberships on line will see a return on investment, this is a target that will be met very quickly. | Daily reporting on number that join online. | Increase in sales / transfer over to digital for the user. |

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|-----|--|----------------|-------------|--|---|--|---|--|
| 3 | Join at Home available in the leisure centres – Join at Home is currently being tested 'on site' by our Customer Advisor team. Once we are comfortable with the process our in house tablets will be secured in the reception area so that customers can access the system themselves and join onsite. This also allows customer advisors to bypass reception at busy times speeding up the process and giving a slicker professional feel to the member's journey. | September 2018 | Emma Knight | Officer time – Training staff £1250 for tablets | Customer ability to use the system, staff reliance on the system. | Training for staff, review pf process. | Monitor sales through Join at Home | Increased digital sales |
| 242 | Recruitment - We have just recruited a new Customer Advisor meaning a full complement. We have just recruited fitness class instructors and are going back out again to further recruit. We have recruited to contracted Health and Fitness Instructors taking on some high quality staff. We are in the process of recruiting to cover Health and Fitness Instructors. | Summer 2018 | Emma Knight | Officer time – Training time for new starters | New staff do not perform | Probation period | Induction/probation | Good quality staff on duty |
| 5 | Equipment - We added some new equipment to both Fitness Suites. Due to 3 cycles coming to the end of their life we have introduced 2 uprights to directly replace them and an Airdyne assault bike to add more variety to training at Hermitage. Also an accessible rower at each site. Not only has this helped many customers access the rower that would not otherwise have been able to, the fact that it is new and therefore very smooth and nice to | April 2018 | Emma Knight | £6200 equipment cost | No return on investment | NA | Customer Feedback through feedback mechanisms | Better retention and customer satisfaction in classes. |

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|--------------|--|-----------|---------------------------|--------------------------------------|----------------------------|----------------------|---------------------------------------|--------------------------------|
| | use has made this a hit with most of our members. We have on order new dumbbells and kettlebells for classes as a result of customer feedback. | | | | | | | |
| 6 243 | Reporting - We have implemented some new reporting processes to help monitor memberships better. | June 2018 | Emma Knight | Officer time | NA | NA | Reports printed and submitted monthly | Improved retention / sales |
| 7 | Studios – We have had a real focus on the studios at each site with regards cleanliness. We have new cleaning processes in place and are due to paint in the spinning studio. New equipment ordered as mentioned above. | Ongoing | Emma Knight / Adam Knight | Officer time £2500 equipment cost | Processes are not followed | Processes reinforced | Check the checker | Improved customer satisfaction |

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| 8 | <p>Rebranding – fitness classes have been rebranded, new classes added to the timetable, the Health and Fitness brochure has been amended for a fresh and slick look with better descriptions grouped into class types with imagery. The fitness class web page has also had a similar, yet more radical makeover. With some high quality imagery, grouped classes, new descriptions and videos of our classes and some branded releases so the prospective customer can get a real feel of what we offer.</p> <p>https://www.nwleics.gov.uk/pages/fitness_classes</p> <p>We have had professional footage shot of our classes being used both on the web and via social media.</p> | Summer 2018 | Emma Knight | <p>Officer Time</p> <p>£150 per video for professional footage</p> | NA | NA | Check quarterly and amend info to remain up to date | More exciting and enticing look and feel. Sell more memberships, encourage repeat visits to other classes. |
| 9 | <p>Social media – A big push on our social media accounts continues in an attempt to generate leads. We have launched Instagram. We did some research showing that the majority of member's leaving us were 18-30 years old. We noticed we had no real communication tools with this age group and launched Instagram which is the most popular platform they use. Since launching in May Hood has 249 followers and Hermitage 142. However Hermitages follower to follower ratio is much better. (Hermitage only following 100 whereas Hood following over 400) Facebook was showing monthly</p> | Ongoing | Emma Knight is the lead | <p>£500 for training</p> <p>Officer time to attend training</p> <p>Officer time to grow social media interactions</p> | That content is correct to grow the right market. | Review and amend content where applicable | Lead officer to monitor quality and report on engagement monthly/quarterly | Increased fitness membership lead, digital transfer, more awareness of our centres publically, re-engage 18-30 year market. |

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|------|---|---------|--|----------------------------------|---|--------------------------------|--|--------------------------------------|
| | <p>engagements of around 1000 per month. This has continued to grow seeing Hermitage peak at over 8000 engagements and Hood peaked at over 19000 in July! This is a whole new way of communicating with our customers, they are communicating back.</p> | | | | | | | |
| 2450 | <p>Marketing Streams – Leafletting targeted both using demographic or new estates, promos out to schools and teachers, continuous contact with companies and reciprocal marketing, Social media, monthly offers and flash sales, aggressive marketing e.g. only gym to have an outdoor pool etc. In house marketing, web page rebrand membership page redesigned, Gov Radio in house promoting the memberships, appeared on TV/news for pool, contacting all previous customers (in line with GDPR) for new offers, contacting all those that have left us to re-join with offers.</p> | Ongoing | Emma Knight + Business Development Manager | Officer time £200 in leaflets | That we do not reach the desired market to generate the leads required. | Further analysis and marketing | Business Development Manager and Health and Fitness Manager to monitor sales and income directly related to the marketing. | Increased lead generation and sales. |

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| 1 1 | Discount Booklet – We have liaised with a company named Concept Publishing. We are using this company to offer discounts to our fitness members to access goods/services by reputable companies. This booklet will be NWL branded and is used by other reputable organisations such as Bannatynes and Halo Leisure. | Autumn 2018 | Emma Knight | Small amount of officer time, the e-booklet is free. | Not utilised by members | NA we would not renew the contract if unsuccessful | Report from Concept Publishing on who has utilised the codes. | More customer satisfaction |
| 246 1 2 | Fitness Membership Welcome / Discount Booklet – In house printing of a welcome booklet with all the information required for joining the membership, welcome note from the advisors and contact details, Boditrax booking card, bring a buddy, free swim etc. | September 2018 | Emma Knight / Customer Advisors/ Business Development Manager | Ongoing printing cost and offer time to create | Staff do not utilise the tool properly. | Reinforce procedure | Monitor through new starter feedback questionnaires | Improved customer satisfaction and retention. |
| 1 3 | Digital User Survey's – Fitness class survey first A more in depth Fitness Class Questionnaire with all aspects of the member's journey. This will be sent out via the app, a pilot produced a good return rate. | September 2018 | Emma knight | Officer time | Uptake is poor | In house questionnaire | Reports created | Actions from feedback result in a better service and user satisfaction |

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|---------------|---|---------------------|-------------------------------------|--|--|---------------------------------|--|---|
| 1 4 | Mystery Visit and Benchmarking We have commissioned a number of mystery visits at both sites to concentrate specifically on the sales procedure. As part of these visits we have access to national benchmarking of the sales process, where others perform particularly well or poorly. | Ongoing – quarterly | Emma Knight | £125 per visit – total of £500 for 2018/19 | No improvement seen from previous visit | Further training | Reporting on the feedback from the visits. | Improvement in sales processes. |
| 1 5 247 | Benchmarking – Customer advisor team to mystery visit and benchmark against 1 private operator, 1 trust and 1 local authority for sales process to pick up on best practice and ‘what not to do’. | Bi-annually | Customer Advisor Team / Emma Knight | Officer Time | NA | NA | Reporting on the feedback from the visits. | Improvement in sales processes. |
| 1 6 | Sales Re-training for all staff. Sales training for all front line staff will be delivered in September and October. | Annually | Emma Knight | Officer and training time | Staff are not receptive to training and do not put the training into practice. | Monitoring and further training | Mystery visits | Improved sales service and increased sales. |

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| | | | | | | | | |
| 248 17 | <p>Sponsored Posts on Social Media</p> <p>Explore again the possibility of using sponsored posts on social media. This is the ability to put out targeted paid for advertising campaigns on social media streams gaining us exposure far beyond our follower base. We can set metrics such as – this post will be shown to anyone in a 10 mile radius who is female and between the ages of 18-30 allowing us to really target the market.</p> <p>It is a tool we have piloted in the past seeing positive uptake of memberships as a result. However we have been unable to implement it long term due to financial security implications.</p> <p>This is a stream of advertising that our competitors are using and capitalising on in our absence in this advertising market.</p> | October 2018 | Emma Knight | Cost per campaign is circa £30 per site. | Return on investment is not achieved. | Just one joining from a campaign would cover the cost of over 6 campaigns. | Reporting on uptake directly from campaigns. | Increased sales and net gain of fitness memberships. |

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| | | | | | | | | |
| 18 | <p>Implementation of a Quarterly Membership Offer</p> <p>In order to secure new members sitting in the void between monthly try to buy and yearly long term commitment, a three month for £90 membership offer was introduced for the first time ever.</p> | January 2019 | Andy Clayfield | Officer time + marketing printing costs | Not getting a direct debit contract signed however incentives to be offered at the end of the 3 month term to potentially convert to a contract | Complaints from current members wishing to take advantage of this offer | Weekly progress report shared to all staff. Actions taken each week to attract more sales. | <p>A target of £6,000 upfront payment of memberships has been set with scope to convert these members after the 3 months term.</p> <p>+ Overall increase total number of members.</p> |
| 249 | NON-MEMBERSHIP INCOME | | | | | | | |

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|-----------|---|--------------------------|-----------------------------|--|---|---|--|---|
| 19 | <p>NWLSA – Extension To A 3rd Venue</p> <p>Due to limited programme extension options at our two centres, we secured pool space at a 3rd venue (Ashby Grammar School) starting from January 2018. The business case delivered in advance of that advised a progression to 85% occupancy by March 2019 on a maximum of 124 pupil spaces</p> | Ongoing Until March 2019 | Duncan Gibb / Sade Thompson | £ 337-00 per month pool costs + officer time + swim teachers | Low demand leads to a cancellation of the booking. | We review expectation and accept reduced profit delivery against business case target | Ongoing monitoring by NWLSA Coordinator + monthly reporting into General Manager | <p>To increase lesson option capacity and associated usage and income.</p> <p>Target was 85% utilisation by March 2019. Already at 84% by January 2019</p> |
| 20 250 | <p>NWLSA – Increased Pool Space Utilisation</p> <p>With pool space capacity levels surpassing expectation at the 3rd venue, additional pool space has been required at our two main venues. With this in mind we have managed to implements additional NWLSA lesson delivery as follow; Mondays, Tuesdays and Thursdays 6-15pm – 6-45pm + Sundays 9-15am – 9-45am with minimal kickback due to ‘part pool’ usage.</p> | September 2018 | Duncan Gibb / Sade Thompson | Officer time | <p>Significant reduction in customer satisfaction levels as a result of lost pool space</p> <p>Additional pool space created does not subsequently equate to increased pupil numbers.</p> | <p>Review sessions implemented and reduce.</p> <p>It is hoped that in retaining ‘elements’ of the pool space for casual swim activities that the likelihood of adverse comment will be reduced.</p> | To be monitored by General Manager and NWLSA Coordinator | <p>Improved sessional revenue due to implementation of more profitable activity.</p> <p>Lessons have been filled to expected capacity levels and adverse customer feedback has been avoided, therefore the intervention has proven to be a success.</p> |

| | | | | | | | | |
|--------|---|--------------|--|---|--|--|---|---|
| 2 1 | NWLSA – Lesson Price Increase Swim lesson prices were scheduled to be increased in February 2019 from £19-00 per month to £ 19-50; however a decision was taken to increase these to £ 19-99 from January 2019. | January 2019 | Duncan Gibb / Sade Thompson | Officer time including central resource In order to implement – notification of customers, amendments to Gladstone MRM | Customers decide that the lessons are now too expensive | Reflect on customer feedback and review price increase | Daily monitoring by NWLSA Coordinator reporting into the General Manager Customer comments | Increased revenue of circa £ 6,000, with no detrimental impact to attrition levels. |
| 2 2 | NWLSA – Joining Fee Implementation A £10 joining fee has been applied to all new starters to the NWLSA scheme, with this being communicated as an administrative set up charge. | October 2019 | Duncan Gibb / Sade Thompson | Officer time including central resource + postage | Potential new customers are put off and take their custom to other local competitors, none of whom charge a joining fee. | Reflect and review, with the potential to lower the fee or remove it. | Daily monitoring by NWLSA Coordinator reporting into General Manager Customer comments | Increased revenue of circa £ 4,000, with no detrimental associated impact to new pupil joins. |
| 2 3 | Sports Hall & Function Areas – Increased Event Portfolio The portfolio of events across the two sites continues to expand, through a mixture of aggressive marketing (poaching) and word of mouth following on from the success of other events of similar dynamic. As a result we have secured and added 4 new events to the portfolio in 2018/19, taking the overall total to 67. | Ongoing | Duncan Gibb / Adam Knight / Chris Nettel | Officer time | Adverse customer feedback due to a further reduction in facility availability. | Review event bookings and potentially cap. Negative feedback is likely to be limited due to the likely timing of events i.e. weekends | Daily monitoring by General Manager via customer comments | Increased sports hall hire and secondary spend (bar, catering, vending) related income. |

| 252 | <div>4</div> <div><p>Sports Hall & Function Areas – Increased Portfolio of Block Bookings</p><p>In 2017/18 both centres benefitted significantly in this area due to two main factors; firstly that we hosted 2x elections with a collective value of £9K and secondly from the impact of adverse weather conditions that lead to a mass migration of external outdoor hirers to our indoor facilities.</p><p>Putting that ‘one off year’ to one side, income derived from this source across the two sites was as follows;-</p><table><tr><th>Year</th><th>Income £ K</th></tr><tr><td>16/17</td><td>30.0</td></tr><tr><td>15/16</td><td>25.7</td></tr><tr><td>14/15</td><td>18.5</td></tr></table></div> | Year | Income £ K | 16/17 | 30.0 | 15/16 | 25.7 | 14/15 | 18.5 | Ongoing | Duncan Gibb / Chris Nettel | Officer time + promotional resource | Adverse customer satisfaction from disaffected casual hirers and potential hirers. | Review bookings and potentially cap. Negative feedback is likely to be limited due to many of these hires being secured for support areas such as the function rooms, studios and bar areas. | Daily monitoring by General Manager via customer feedback. | Increased levels of income that reduces the impact of the ‘one off’ 2017/18 year and significantly increases on the historic growth trend seen prior to that. To date the securing of five new or extended hires sees the collective income at the end of December 2018 at £32K. It should be noted that the increased income in this area directly correlates to the reduced income from ‘in house’ ASA’s and a decline in children being allowed to redeem points via the CA8 scheme |
|-------|---|------|---------------|-------|------|-------|------|-------|------|---------|----------------------------|-------------------------------------|--|---|--|--|
| Year | Income £ K | | | | | | | | | | | | | | | |
| 16/17 | 30.0 | | | | | | | | | | | | | | | |
| 15/16 | 25.7 | | | | | | | | | | | | | | | |
| 14/15 | 18.5 | | | | | | | | | | | | | | | |

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|-----|----|--|-------------|-----------------------------|---|--|--|--|--|
| 253 | 25 | <p>Casual Swimming – Aquatics Delivery Plan</p> <p>Casual swimming usage levels have dropped year on year nationally since 2014, following an increase on the back of the 2012 London Olympics, with this trend noted within our own centres.</p> <p>Following an analysis project of the NWLDC ‘offer’ carried out in conjunction with Swim England an ‘Aquatics Development Plan’ was drawn up and subsequently implemented from Jan 2018. Within it were rebranded and new sessions, a re-alignment of customer focus towards health benefits and improvements to the customer journey.</p> <p>In addition to this a full review of the Outdoor Pool programme was undertaken with extended hours and periods of opening implemented</p> | Duncan Gibb | Jan – Sept 2018 | Officer time – Aquatics Development Team + additional lifeguarding resource | Proposed amendments failed, thereby adding to costs, as opposed to increasing income. | Having to review the changes made, potentially reverting back to the former programme. | Ongoing – General Manager + Aquatics Development Team | <p>An increase in casual swim related income</p> <p>Increased revenue to the value of £3.2k has been seen with two of the three new / rebranded sessions proving to be a success.</p> <p>Indoor Pool income increased by £38.4k over the course of the summer period; however the ‘heat wave factor’ needs to be considered within this.</p> |
| | 26 | <p>Swim Badges</p> <p>Despite various attempts to focus swim teachers on the need to increase badge awareness within their classes, sales growth has not increased in tandem with pupil number growth.</p> <p>A ‘voucher’ incentive scheme was introduced in September 2018.</p> | Sept 2018 | Duncan Gibb / Sade Thompson | Officer time – awareness and monitoring + Voucher costs = £140 per month | The majority of teachers don’t ‘buy in’ to the idea and as a result sales remain at the same level, with the cost of the vouchers also incurred. | The incentive is reviewed and subsequently removed. | NWLASA Coordinator and General Manager via monthly briefings | <p>Increased income.</p> <p>Badge sales for the period Sept 2017– Dec 2017 totalled 2,915 £6,559; however for the same period in 2018 these increased to 4,920 £11,070</p> |

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|-----------------------|---|------------|--------------|----------------------------|--|--|---------|---|
| | | | | | | | | |
| STAFFING EFFICIENCIES | | | | | | | | |
| 2 7 254 | Migration To A General Manager Model The former Facilities Manager left post in April 2018, with budgets for the current financial year already set. In light of the Leisure Project, it was felt that a migration to model of one overarching General Manager would align to prospective bidder models. The existing Commercial Manager was slotted into this role, with the thinking being to bring in an Operations Manager to support the GM (again with likely bidder models in mind) on a lower pay scale band to the FM thereby effecting a collective salary saving | April 2018 | Jason Knight | Officer time - recruitment | Revised model doesn't deliver to expected standard | Review external support and line management responsibility support network | Ongoing | Effect a salary efficiency at no detriment to the level of service delivery. Salary saving of £2,600 achieved QUEST ratings at both sites now both sat at 'Very Good' |

| | | | | | | | | |
|----|---|-----------|-------------|----------------------------|---|--|----------------------------------|--|
| 28 | Business Development Manager Post A delay in recruiting to this post has led to a saving This post has been recruited to, but with a reduction to a 0.5 FTE position | Sept 2018 | Duncan Gibb | Officer time - recruitment | Tasks performed by the previous F/T BDM are either not delivered or delivered in part + Capacity issues relating to the migration across to the new operator, given the key role that the BDM has within that process | Review the level of time allocated to the role. | Ongoing basis by General Manager | Staffing efficiency achieved with limited detriment to business development delivery. Estimated saving = £ 4,500 |
| 29 | Duty Manager – Core Hours Reduction Model Following a reduction in the number of DMs, the rotas are being reviewed with a view to reducing the number of FTEs. This process cannot be completed until the Business Development Manager and Operations Manager posts have been recruited to These posts are currently out to advert with a commencement date of 12 November | Nov 2018 | Duncan Gibb | Officer time | Duty Managers don't buy into / challenge the directive | Advance consultation to secure buy in. Potential for delay | N/A | Reduced levels of staffing expenditure. Estimated year saving is £6,000 |
| 30 | Migration of Admin Resource To Reception Following the retirement of a receptionist who will leave in November, consideration is being given as to how many of the shifts can be covered by Admin staff as part of their normal duties | Nov 2018 | Duncan Gibb | Officer time | HR advise that the proposal is not acceptable and the hours need to be advertised to the wider Reception team | Delayed process, with the potential that Admin staff do not secure the hours | N/A | Reduced levels of staffing expenditure – value £ 3,000 Following the recent resignation of a receptionist (22 hours per week) |

| | | | | | | | | |
|-------------------|--|---------------|-------------|--------------|---|---|-------------------|---|
| | | | | | | | | further migration of Admin hours to reception are being considered in advance of the likely reduction of Admin resource within the new providers proposed structure |
| 3 1 256 | Sports Attendant Review @ HPLC A review of the Sports Attendant rotas was undertaken in order to identify any efficiencies aligning as closely as possible to the new operators proposed model | November 2018 | Neil Harris | Officer time | Lack of buy in from contracted sports attendants. | Retain existing rotas in advance of migration across to the new operator. | Monthly briefings | Sports Attendant rotas at HPLC are either in line with or afford a saving on the proposed SLM model + Efficiencies are realised within the current year. The revised rotas provided an overall weekly core hours figure of 246 compared to SLM's proposed model of 257.375. + Estimated in year saving is £3,000 |

OPERATIONAL EFFICIENCIES

| Area Of Delivery | Intervention |
|-------------------|--|
| NWLSA | Endeavoured to migrate private lessons / private lesson waiting list across to mainstream lessons |
| Birthday Parties | Added an 'adult bolt on' to pool parties whereby parents could book the health suite whilst the party is in situ |
| 3G Pitch | Mailshotted all local clubs with an offer of discounted pre-season training block and one off hire |
| Treatment Room | Mailshotted all local practitioners (working from home) with a low cost hire offer |
| Catering | Extended our external catering offer to local businesses via the corporate membership base |
| Secondary Sales | Introduced new stands at both sites and a revised point of sale point at HLC |
| Football Leagues | Introduced a two division format to retain poor performers and attract new teams |
| Pool Parties | Focused on the 'offer' during a number of high profile media coverages |
| Cross Pollination | Promoted soft play, parties and the bar (functions) to our fitness and NWLSA member base. |

Appendix B

INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS

258

| | | | | | | | | | | | | | | | | |
|---|--------|---|--------------------|----------------------|----|-----------|--|----|------------|----|-----------|---------|----|----|----|-----------|
| Reference No. | | Description | | | | | Call wait time service level – the % of customer calls that are answered within a given time | | | | | | | | | |
| Lead Officer | | Tom Shardlow | | | | | Date Plan Completed | | 24/01/2018 | | | | | | | |
| Performance Out-turn | | 2018/19 | | | | | 2019/20 | | | | | 2020/21 | | | | |
| | | Q1 | Q2 | Q3 | Q4 | Full Year | Q1 | Q2 | Q3 | Q4 | Full Year | Q1 | Q2 | Q3 | Q4 | Full Year |
| Overall Measure | Target | | 70% in 30 secs | 70% in 30 secs | | | | | | | | | | | | |
| | | | 90% in 60 secs | 90% in 60 secs | | | | | | | | | | | | |
| | Actual | | 49% within 30 secs | 66.5% within 30 secs | | | | | | | | | | | | |
| | | | 40% within 60 secs | 71% within 60 secs | | | | | | | | | | | | |
| Explanation of Current Performance | | Though current performance is not at target level it is considerably better than last quarter and dramatically better than what has been experienced by customers historically. Performance improvements will continue as the Customer Services team work hard to continue to improve their responsiveness. It is anticipated that this ambitious target will be met over Q4 or Q1. | | | | | | | | | | | | | | |
| Interventions in the last 3 months and evaluation of impact | | Very good level improvement. 17.5% increase on SLA 1 and 31% increase on SLA 2. Measures are effective at improving as demonstrated. No further intervention required at this stage. | | | | | | | | | | | | | | |

INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS

| Key Interventions in Place to Achieve Performance | By When | By Who | Resource Implications | Most Significant Risk to Achievement of Intervention | Contingency Intervention for Most Significant Risk | Monitoring Process | Outcomes expected from intervention |
|--|------------|--------|--------------------------|---|--|-----------------------|--|
|--|------------|--------|--------------------------|---|--|-----------------------|--|

APPENDIX C

INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS

260

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|---|--------|--|----|----|----|-----------|---|----|----------|----|-----------|---------|----|----|----|-----------|
| Reference No. | | Description | | | | | Building confidence in Coalville – shop front grants (businesses engaged) | | | | | | | | | |
| Lead Officer | | Barrie Walford | | | | | Date Plan Completed | | 25.01.19 | | | | | | | |
| Performance Out-turn | | 2018/19 | | | | | 2019/20 | | | | | 2020/21 | | | | |
| | | Q1 | Q2 | Q3 | Q4 | Full Year | Q1 | Q2 | Q3 | Q4 | Full Year | Q1 | Q2 | Q3 | Q4 | Full Year |
| Overall Measure | Target | 10 | 10 | 10 | | | | | | | | | | | | |
| | Actual | 8 | 0 | 0 | | | | | | | | | | | | |
| Explanation of Current Performance | | Zero companies against a target of 10 have been engaged in Q3 in relation to shop front grants. This is because the scheme has not been actively promoted to enable a review of processes to take place. The lead project officer in consultation with the Business Focus Manger, the Head of Economic Development and the Director of Place agreed to pause the delivery of the Coalville Shopfronts programme to allow for a mid-point review to be completed. The review highlighted a number of recommendations to improve the efficiency in managing, administering and delivering the scheme. Project officers will be preparing a paper for Cabinet to present the mid-point review and seek approval to amend the scheme. | | | | | | | | | | | | | | |
| Interventions in the last 3 months and evaluation of impact | | Scheme halted to enable review. | | | | | | | | | | | | | | |

INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS

| | Key Interventions in Place to Achieve Performance | By When | By Who | Resource Implications | Most Significant Risk to Achievement of Intervention | Contingency Intervention for Most Significant Risk | Monitoring Process | Outcomes expected from intervention |
|---|---|----------|----------------|-------------------------|--|--|---|---|
| 1 | Complete changes to scheme processes | Dec. '18 | Business Focus | Internal staff resource | Lack of staff resource | Prioritise work | Business Focus work plan updates to Head of Service | Scheme improved to reflect findings of mid-point evaluation |
| 2 | Relaunch scheme | May. '19 | Business Focus | Internal staff resource | Cabinet approval | Consult members before finalising scheme | Member approval followed by quarterly reports | Scheme relaunched in 2019 and eligible shop fronts improved |

APPENDIX D

INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS

| | | | | | | | | | | | | | | | | |
|--|--------|---|----|----|----|-----------|---|----|-------------------|----|-----------|---------|----|----|----|-----------|
| Reference No. | | Description | | | | | Business and Jobs – Enterprising Town Centres businesses supported | | | | | | | | | |
| Lead Officer | | Barrie Walford | | | | | Date Plan Completed | | 25.01.2019 | | | | | | | |
| Performance Out-turn | | 2018/19 | | | | | 2019/20 | | | | | 2020/21 | | | | |
| | | Q1 | Q2 | Q3 | Q4 | Full Year | Q1 | Q2 | Q3 | Q4 | Full Year | Q1 | Q2 | Q3 | Q4 | Full Year |
| Overall Measure | Target | 15 | 15 | 15 | | | | | | | | | | | | |
| | Actual | 65 | 18 | 5 | | | | | | | | | | | | |
| Explanation of Current Performance | | Zero businesses have been engaged through grant funding element of Enterprising Town Centres. Due to high levels of initial demand and applications to the fund, the grant scheme closed early. Therefore the scheme has not been actively promoted. Enquiries for funding are still being managed by the Business Focus team and funding enquiries are being directed to alternative funders and also to the LLEP business Gateway for support. Whilst the funding has closed to new applicants, the business support element of the initiative is still being delivered. Town Centre Businesses are receiving specialist 1: to: 1 advice. The delivery of business support was front loaded. | | | | | | | | | | | | | | |
| Interventions in the last 3 months and evaluation of impact | | The grant funding element of the scheme halted due to the high levels of demand for the fund and allocation of grant funding. The final instalments of 1:2:1 advice session are being scheduled and will be fulfilled in Q4. | | | | | | | | | | | | | | |

262

INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS

| INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS | | | | | | | | |
|---|---------|--------|-----------------------|--|--|--------------------|-------------------------------------|--|
| Key Interventions in Place to Achieve Performance | By When | By Who | Resource Implications | Most Significant Risk to Achievement of Intervention | Contingency Intervention for Most Significant Risk | Monitoring Process | Outcomes expected from intervention | |

| | | | | | | | | |
|---|---|-------------|----------------|--|------------------------|---|---|---|
| 1 | A new Enterprising scheme will be launched in Spring 2019 | Spring 2019 | Business Focus | Business Focus capacity and funding allocated to Business Focus reserves | Lack of staff resource | Work has been scheduled as part of the Business Focus 2019/20 Team Plan | Business Focus work plan updates to Head of Service | Relaunch of a new grant scheme and eligible business assisted to grow |
|---|---|-------------|----------------|--|------------------------|---|---|---|

APPENDIX E

INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS

264

| | | | | | | | | | | | | | | | | |
|---|--------|--|----|----|----|-----------|--|----|----------|----|-----------|---------|----|----|----|-----------|
| Reference No. | | Description | | | | | Business and Jobs – Enterprising Town Centres businesses engaged | | | | | | | | | |
| Lead Officer | | Barrie Walford | | | | | Date Plan Completed | | 25.01.19 | | | | | | | |
| Performance Out-turn | | 2018/19 | | | | | 2019/20 | | | | | 2020/21 | | | | |
| | | Q1 | Q2 | Q3 | Q4 | Full Year | Q1 | Q2 | Q3 | Q4 | Full Year | Q1 | Q2 | Q3 | Q4 | Full Year |
| Overall Measure | Target | 20 | 20 | 20 | | | | | | | | | | | | |
| | Actual | 0 | 0 | 0 | | | | | | | | | | | | |
| Explanation of Current Performance | | Zero businesses have been engaged through Enterprising Town Centres. Due to high levels of initial demand and applications to the fund, the grant scheme closed early. Therefore the scheme has not been actively promoted. Enquiries for funding are still being managed by the Business Focus team and funding enquiries are being directed to alternative funders and also to the LLEP business Gateway for support. Whilst the funding has closed to new applicants, the business support element of the initiative is still being delivered. Town Centre Businesses are receiving specialist 1:1 advice and a series of 1:1 workshops are being delivered across NWL Market towns. | | | | | | | | | | | | | | |
| Interventions in the last 3 months and evaluation of impact | | Scheme halted due to the high levels of demand for the fund and allocation of grant funding. | | | | | | | | | | | | | | |

INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS

| | Key Interventions in Place to Achieve Performance | By When | By Who | Resource Implications | Most Significant Risk to Achievement of Intervention | Contingency Intervention for Most Significant Risk | Monitoring Process | Outcomes expected from intervention |
|---|--|----------------|----------------|--|---|---|---|---|
| 1 | A new Enterprising scheme will be launched in Spring 2019 | Spring 2019 | Business Focus | Business Focus capacity and funding allocated to Business Focus reserves | Lack of staff resource | Work has been scheduled as part of the Business Focus 19/20 Team Plan | Business Focus work plan updates to Head of Service | Relaunch of a new grant scheme and eligible business assisted to grow |

APPENDIX F

INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS – Air Source Heat Pump project.

| | | | | | | | | | | | | | | | | |
|--|--------|---|---|------------------------|----|-----------|---------|----|----|----|-----------|---------|----|----|----|-----------|
| Reference No. | | Description | Replacement of solid fuel central heating systems in tenants homes with electric air source heat pumps and focal point fires | | | | | | | | | | | | | |
| Lead Officer | | Karen Cannon | Date Plan Completed | 23 January 2019 | | | | | | | | | | | | |
| Performance Out-turn | | 2018/19 | | | | | 2019/20 | | | | | 2020/21 | | | | |
| | | Q1 | Q2 | Q3 | Q4 | Full Year | Q1 | Q2 | Q3 | Q4 | Full Year | Q1 | Q2 | Q3 | Q4 | Full Year |
| Overall Measure | Target | 78 | 71 | 57 | | | | | | | | | | | | |
| | Actual | 82 | 57 | 57 | | | | | | | | | | | | |
| Explanation of Current Performance | | Outturn performance in Q3 has met expectations, and the anticipated number of installations within this period has been met. The reduced target for Q3 compared to previous quarters relates to the wind down and close down over the Christmas period. Everwarm installation team will be back up to full capacity from the New Year. | | | | | | | | | | | | | | |
| Interventions in the last 3 months and evaluation of impact | | Issues that arose during Q1 and Q2 regarding installations were successfully resolved. However, the performance of the installations in Q3 identified an issue relating to system flushes that had not been completed properly. This led to blockages and some systems breaking down. This has been resolved and no further issues have occurred. Nonetheless the KPIs, including resident satisfaction have remained at 98%. | | | | | | | | | | | | | | |

APPENDIX H

EXTRACT of the MINUTES of a meeting of the POLICY DEVELOPMENT GROUP held in the Council Chamber, Council Offices, Coalville on WEDNESDAY, 6 MARCH 2019

Present: Councillor M Specht (Chairman)

Councillors R Ashman, N Clarke, T Eynon, G Houlst, P Purver, V Richichi, A C Saffell, S Sheahan and N Smith

Officers: Mr M Fiander, Mrs A Harper, Mr G Jones, Mr M Murphy, Mr I Nelson, Mr T Shardlow, Walford and Mrs R Wallace

66. 2018/19 QUARTER 3 PERFORMANCE REPORT

The Strategic Director of Housing and Customer Services presented the report to Members. He apologised for the missing intervention plans regarding leisure and air source heat pumps but informed Members that there had been no significant changes.

Councillor T Eynon commented that the status indicator for the Marlborough Square project was still marked as 'performance on track', which was inaccurate.

Councillor P Purver raised concerns regarding the additional fuel costs for ground maintenance and asked for further information. The Strategic Director of Housing and Customer Services agreed to provide the information to all members of the Committee outside of the meeting.

It was moved by Councillor P Purver, seconded by Councillor M Specht and

RESOLVED THAT:

- a) The report be noted.
- b) Comments made by the Committee be provided to Cabinet when considering the report.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 8.40 pm

| Corporate Risk Register | | | | | | | | | | | | | |
|-------------------------|---|---|---|---------------|------------|--------|--------------------------|---|--|---------------|------------|--------|------------------|
| Ref No. | Risk Description | Consequence | Cause | Inherent Risk | | | Responsibility of | Responsible to | Control Measures | Residual Risk | | | Movement of Risk |
| | | | | Impact | Likelihood | Rating | | | | Impact | Likelihood | Rating | |
| 1 | SOCIAL/ POLITICAL/ LEGAL Death / serious harm to a vulnerable person receiving a council service | A serious case review arising from death/serious harm to a vulnerable person. Reputational damage to council. Loss of confidence in ability of council to deliver services. | Lack of response to a safeguarding report. Service failure. | 4 | 4 | 16 | Community Safety Manager | Head of Communities | The organisation has the following structures in place; An identified Corporate Lead (Head of Service) with a Portfolio Holder lead An identified Team responsible for Safeguarding (Safer & Stronger) with responsibility embedded into Team Leader role and an officer (Child & Adults at risk Officer) An agreed Safeguarding Policy refreshed as required with delegation to Director of Housing and Customer Services for updates An identified group of Designated Safeguarding Officers (DSO's) in most service areas A programme of regular DSO meetings which consider training, best practice and case issues An annual training programme to ensure new DSO's are well informed and trained A quarterly senior management review of all cases to check progress/close cases A quarterly briefing with the Chief Executive, a 6 monthly report to CLT and an annual report to Cabinet Annual report reviews previous year and endorses an action plan for the year ahead. | 4 | 2 | 8 | Stable |
| 2 | FINANCIAL/ COMMERCIAL/ REPUTATIONAL Mismanagement of council finances | Central Government intervention/special measures. Adverse publicity. Possible litigation. Withdrawal of services. | Mis-interpreting of or not responding appropriately to a change in fiscal policy. Poor budget planning / management. Internal financial systems and regulations not being properly applied. | 4 | 4 | 16 | Head of Finance | Strategic Director of Housing and Customer Services | Monthly management reviews monitor actual spend against budgets and forecast to the end of the year. Monthly reporting and challenging at CLT, and reported to Cabinet quarterly Sound policies and procedures are in place. Financial planning processes have been documented and are reviewed regularly. | 4 | 1 | 4 | Stable |

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|---|--|---|--|---|---|----|--|----------------------------------|--|---|---|---|---|
| | | | | | | | | | Internal and External audit of systems and accounts. Membership of CIPFA and engagement of Arling Close gives access to specialist advice, analysis and expertise. | | | | |
| 3 | REPUTATIONAL/ LEGAL COMMERCIAL Insufficient resources due to unplanned / unforeseen absences / vacancies | Council unable to perform its statutory duties. Use of external resources at significantly higher cost. | Failure to horizon scan and interpret future needs in Inability to recruit to vacancies / retain staff. | 4 | 2 | 8 | Head of HR and OD | Chief Executive | Advance planning will mitigate this risk; Ability to divert resources from other services, bringing in additional resources from other sources (e.g. Agencies, Consultants, Voluntary/ Community sector etc.) would be activated. Market conditions are tested through recruitment processes. The Council can offer a package of additional benefits to enhance the recruitment offer. The Council has developed innovative partnering relationships with other sectors including the private sector to make posts uniquely attractive. Best Employee Experience is a programme to attract and develop the right skills, and promoting existing staff talent through secondments and tailored development programmes. Apprenticeships allow the Council to 'grow our own'. | 3 | 2 | 6 | Stable |
| 4 | LEGAL / FINANCIAL Contracts are not properly procured and managed | Council liable to incur additional costs, contract overrun, litigation and potential health & safety issues as well as service disruptions. | Failure to monitor contractors appropriately. Legal and procurement teams not consulted when contractors are engaged. Loss of key staff or supplier. Procurement procedures are not followed. | 3 | 4 | 12 | Finance Team Manager. All Team Managers. | All Heads of Service | Corporate procurement officer and legal team to support where necessary on contract management. Policies and procedures are in place. Reserve contractor in place where appropriate. A Senior Procurement Officer oversees a procurement planning process. Training programme in place for staff. | 3 | 2 | 6 | Increasing *Change due to departure of previous Procurement Manager. |
| 5 | LEGAL / TECHNOLOGICAL Loss or unlawful use of personal data constituting | Monetary penalties from ICO, adverse publicity, private litigation and personal criminal liability of officers. | Systems not in place to protect sensitive data. | 3 | 3 | 9 | Legal Services Team Manager | Head of Legal & Support Services | Policies and procedures are in place although not yet rolled out and fully embedded. | 3 | 2 | 6 | Stable |

| | | | | | | | | | | | | | |
|---|--|--|---|---|---|----|--|---------------------------|---|---|---|---|------------|
| | breach of data protection legislation | | Staff are not properly trained in managing information, and do not follow internal procedures. | | | | | | Corporate Governance training is undertaken annually and includes information governance as appropriate to reflect changes in legislation. The Council has a dedicated SIRO. Corporate Governance Groups are in place to scrutinise impacts/issues arising. | | | | |
| 6 | LEGAL / REPUTATIONAL / COMMERCIAL Failure to respond to an emergency in an appropriate manner | General public at risk of harm or unable to access relevant services (e.g. emergency accommodation or rest centre). Adverse publicity. “Business as usual” not possible without appropriate business continuity plan in place. Breakdown in relationship with other responders. | Lack of planning, training and exercising of Emergency plans Inadequate Corporate Business Continuity Management. Lack of procedural understanding | 4 | 3 | 12 | Head of Human Resources and Organisation Development | Chief Executive | Business continuity plans have been documented, policies and procedures are in place. The LRF partnership arrangement with all Leicestershire and Rutland authorities provide resilience during civil emergency situations. Business Continuity exercises show the readiness of the Council to deal with emergencies. System of ICO / FLM duty rotas is in place. | 4 | 1 | 4 | Stable |
| 7 | LEGAL/ TECHNOLOGICAL/ COMMERCIAL Infiltration of ICT systems | “Business as usual” would not be possible. Cost of repelling cyber threat and enhancing security features. | Systems not in place or kept current to deflect any foreseeable cyber attack. Limited staff awareness of possible threats. | 4 | 4 | 16 | ICT Manager | Head of Customer Services | Fully resilient environment in place with no single points of failure for core systems, other critical systems use cold standby equipment. New business services are run in remote fully resilient data centres and existing systems are being progressively migrated to these cloud computing centres. Improved business recovery arrangements have been implemented to minimise recovery time. Accreditation to Cyber Essentials Plus and the Public Services Network. | 3 | 2 | 6 | Increasing |
| 8 | COMMERCIAL / POLITICAL / FINANCIAL Projects are poorly managed | Failure of proposed projects could result in failure to achieve overall objectives. Inefficient use / waste of resources. | Failure to implement project management techniques. Poor corporate oversight of projects. Inadequate or poorly performing Project Management Office function. | 3 | 4 | 12 | Head of Human Resources and Organisation Development | Chief Executive | Properly convened project teams with PID and project plan in place, including project risk registers. Progress on corporate projects scrutinised by CLT. Use of external resources is also being used to support the Coalville and Leisure projects. | 3 | 3 | 9 | Stable |

| | | | | | | | | | | | | | |
|----|--|---|--|---|---|----|--|----------------------------------|---|---|---|---|--------|
| 9 | LEGAL / POLITICAL / REPUTATIONAL Council makes ultra vires (beyond the council's powers and functions) decisions | Potential litigation against the Council, resulting in increased costs / compensation. Reputational damage. | Staff / Members proceeding outwith established governance arrangements. Failure to consult with Legal / Monitoring Officer. Lack of understanding of the implications of dealing with a particular matter. | 4 | 3 | 12 | Legal Services Team Manager | Head of Legal & Support Services | Policies & procedures in place, governance processes are documented and in operation, ongoing assessments and reviews are performed. Completion of the Annual Governance statement. | 4 | 1 | 4 | Stable |
| 10 | FINANCIAL / LEGAL / REPUTATIONAL Council is subject to fraud, corruption or theft | Financial, reputational and political damage to Council. | <p>Lack of checks and balances within financial regulations.</p> <p>Poor budget / contract management.</p> <p>Poor monitoring of / adherence to financial systems</p> | 4 | 3 | 12 | Head of Finance. All Team Managers & Heads of Service. | Directors | <p>A policy framework that includes Anti-Fraud and Corruption Policy, Confidential Reporting (Whistleblowing) Policy and Anti-Money Laundering Policy.</p> <p>The Internal Audit annual planning process takes into account high risk areas, which considers fraud risks. Fraud risks are considered as part of specific audits with testing designed to detect fraud where possible. The Council is also subject to External Audit.</p> <p>Internal control and governance arrangements such as segregation of duties, schemes of delegation, bank reconciliations of fund movements, and verification processes.</p> <p>Information on how to report fraud is on the website including relevant links. Participation in National Fraud Initiative (mandatory) and Leicestershire Fraud Intelligence Hub (voluntary).</p> <p>Leicestershire Revenues and Benefits Partnership have two trained officers working solely on Council Tax Reduction Scheme Fraud and act as Single Point of Contact for DWP referrals.</p> | 3 | 2 | 6 | Stable |

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|----|--|---|---|---|---|----|---|-------------------------------------|---|---|---|---|------------|
| 11 | FINANCIAL / COMMERCIAL / ECONOMIC The Council is subject to a reduction in income | Services are unable to be delivered. Potential staff redundancies. Funding of external groups is withdrawn. Potential breach of statutory duties. | Reduction in government grant. Changes to the local authority financial settlement. Economic downturn / recession. Commercial opportunities not progressed. Changing rent policies. | 3 | 4 | 12 | Head of Finance. All Heads of Service. | Directors. Chief Executive. | Medium Term Financial Strategy in place, including Self Sufficiency initiative. Economic Development Team promotes business offer. Participation in Business Rates Pilots. Accessing external funding where appropriate. Income collection procedures in Revs & Bens Service and Housing. | 3 | 3 | 9 | Increasing |
| 12 | POLITICAL / ORGANISATIONAL The Council is affected by Local Government Reorganisation | a) Change to Local Government structure in Leicestershire/East Midlands, including potential merger of district councils/county council could lead to: - Change in location for service delivery/staff - Reduction of control over local matters - Change in financial situation - Staff redundancies - Alternative political structure and governance arrangements - Changes in services to be provided and organisation culture - Deterioration in staff morale and negative effect on staff recruitment and retention - Ineffective engagement with staff, Members and residents in considering, and responding to, proposals. - Diversion of senior staff resources to respond to proposals. | Political direction to consolidate local government tiers to potentially seek greater efficiency and co-ordination | 4 | 3 | 12 | Chief Executive and Head of Legal and Support Services. | Chief Executive | Active engagement with political leaders and Chief Executives across the County so NWL's needs are taken into account in the proposals. Open and transparent communication of NWL position to all stakeholders. Senior management and politicians stay close to project and monitor progress. Internal and external communication plans in place, including for key decision points. External resources to be utilised in assessing any proposals. | 3 | 3 | 9 | Stable |
| 13 | POLITICAL / ORGANISATIONAL The Council is affected by the UK's departure from the EU, including a potential 'no deal' Brexit | The UK's departure from the EU, including an inability to agree the terms of the exit by 31 March 2019 could lead to: - increase in checks on goods by Environmental Officers at East Midlands Airport meaning increase in resources / costs. - uncertainty and subsequent regime around tariffs, access to markets, migrant labour and transport of goods in / out of EU could impact on businesses in district / region leading to decline in business rates and employment levels. - potential need for increased storage facilities at entry / exit points and associated increases in freight traffic, putting pressure on local infrastructure - potential withdrawal of access to EU wide IT systems (e.g. relating to imported foodstuffs) - diversion of staff resources into contingency planning. | UK departure from EU, including inability of the EU and UK govt to agree terms by 29 March 2019 of the UK's exit. | 4 | 3 | 12 | Chief Executive and Head of Economic Regeneration | Director of Place / Chief Executive | Engage with National Local Authority steering groups for border control at strategic & operational levels. Implement communication strategy for local businesses so technical notices are shared, with appropriate signposting. Work with LLEP and Chamber of Commerce to provide business advice and support to address changes to legislation & certification. Monitor political developments on EU withdrawal closely. Establish contingency plans after scenario based assessment of resources required for increase in checks and controls, & access to alternative IT systems. Conduct localised assessment of potential impact around East Midlands Airport. Multi-agency Leicestershire Resilience Forum risk assessment and mitigation plan to be prepared | 3 | 3 | 9 | Stable |

Assessing the likelihood of a risk:

| | |
|--------------------|--|
| 1 Low | Likely to occur once in every ten years or more |
| 2 Medium | Likely to occur once in every two to three years |
| 3 High | Likely to occur once a year |
| 4 Very high | Likely to occur at least twice in a year |

Assessing the impact of a risk:

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|--------------------|--|
| 1 Low | Loss of a service for up to one day, Objectives of individuals are not met No injuries Financial loss below £10,000 No media attention No breaches in council working practices No complaints / litigation |
| 2 Medium | Loss of a service for up to one week with limited impact on the general public Service objectives of a service unit are not met Injury to an employee or member of the public requiring medical treatment Financial loss over £10,000 Adverse regional or local media attention – televised or newspaper report Potential for a complaint litigation possible Breaches of regulations / standards |
| 3 High | Loss of a critical service for one week or more with significant impact on the public and partner organisations Service objectives of the directorate of a critical nature are not met Non- statutory duties are not achieved Permanent injury to an employee or member of the public Financial loss over £100,000 Adverse national or regional media attention – national newspaper report Litigation to be expected Breaches of law punishable by fine |
| 4 Very high | An incident so severe in its effects that a critical service or project will be unavailable permanently Strategic priorities of a critical nature are not met Statutory duties are not achieved Death of an employee or member of the public Financial loss over £1m. Adverse national media attention – national televised news report Litigation almost certain and difficult to defend Breaches of law punishable by imprisonment |

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